



U.S. DEPARTMENT OF STATE

# STATE

APRIL 2011

MAGAZINE

## ***Belize***

*The Caribbean's  
'Melting Pot  
of Cultures'*



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Issue Number 555

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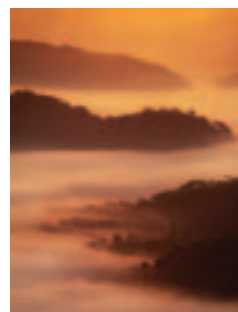
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## On the Cover

A morning fog blankets the Cockscomb Basin Wildlife Sanctuary, located just south of Belmopan, Belize.  
*Frans Lanting/Corbis*



## Helping Those Who Serve in Some of Our Most Challenging Posts

No one should doubt our employees' commitment to public service and making a difference. Because of your dedication, we continue to staff even our most difficult and dangerous posts with volunteers. As the Department becomes increasingly "expeditionary," we recognize that we must do more to support our employees.

In the past few years, we have come a long way in developing resources to help our employees and their families—improving access to social workers, mental health counselors and therapists as well as adding training to build resilience and recognize

signs of stress or post-traumatic stress. While originally created for those in conflict zones, most of these services are available to all. "High stress" posts are not limited to war zones.

Let me share with you some examples of helpful resources:

- The Office of Medical Services established a Deployment Stress Management Program that supports the psychological health of those who are or will be assigned to high stress/high threat/unaccompanied tours. The mental health professionals of the DSMP have successfully treated employees with PTSD free of charge.

- The Employee Consultation Service has trained and experienced counselors who provide confidential assistance with individual, family or work-related issues that might arise as a result of an unaccompanied deployment, or for any reason.

- The Family Liaison Office's Unaccompanied Tours Support unit reaches out to family members before, during and after unaccompanied deployments and provides access around the clock via online and telephone support through a contract with MHN, formerly the Managed Health Network.

- A DVD of interviews with returnees and their families is available on request from FSI's Transition Center for employees or family members who are considering or have been separated by an unaccompanied tour.

To build the capacity of our employees to recognize and effectively handle stress associated with assignments to conflict zones, we have mandated that all employees assigned to Afghanistan and Iraq attend pre-departure training. The goal of this training is to familiarize returnees with reintegration issues unique to transitioning from combat zone assignments, explain the range of normal decompression experiences, and empower them to understand and identify signs and symptoms of problematic readjustment and to review the resources available to them and their family members for follow-on support.

FSI also offers a High Stress Outbrief Program (MQ950/951), which is open to all but mandatory for employees who serve 90 days or longer in Iraq and Afghanistan. This post-departure training helps employees reintegrate. That is why I will ask every senior Department leader who has staff arriving in this transition cycle from war zones or other high stress postings to have those employees attend the outbrief, which is available at FSI in group or individual settings and is also offered by Regional Medical Office psychiatrists overseas.

We are refining lists of returnees from the Afghanistan and Iraq to share with the leadership in our other missions so they will know who has served. Also, when the RMO psychiatrists visit a mission, I ask them to reach out to these returnees and, if the returnee has not already done so, schedule an outbrief. Post leadership should use this opportunity to ensure compliance for those whose attendance is mandatory. Currently, only 30 percent of those required to attend outbriefs actually do. We need to do better.

FSI also offers a course titled "Working with Returnees from High Stress Posts" (PT-450) that presents what returnees say about Afghanistan and Iraq and about readjustment. The course also offers tips and resources for working with returnees. Please encourage your staff to take this course, which is available via DVC or webinar and is appropriate for supervisors, colleagues, subordinates, Locally Employed Staff, family members and returnees.

If you have any comments or suggestions about what we can do to further support employees serving in unaccompanied posts, send them to me via unclassified e-mail at [dgdirect@state.gov](mailto:dgdirect@state.gov).

A handwritten signature in dark ink that reads "Nancy J. Powell".

Nancy J. Powell  
Director General





## Ambassador Remembered

Your readers may not know that Ambassador Maynard (Mike) W. Glitman passed away on Dec. 14. Ambassador Glitman was the lead American negotiator of the Intermediate-range Nuclear Forces Treaty, signed by the United States and the Soviet Union in 1987. This was the first nuclear-arms treaty to ban all land-based medium- and short-range nuclear missiles. In 1988, Ambassador Glitman was appointed U.S. ambassador to the Kingdom of Belgium. I served under him in Belgium from 1988 to 1991 in what was the best tour of a 26-year Foreign Service career. He was an outstanding leader, a warm and generous mentor and an excellent administrator. Under his leadership, officers from a wide variety of U.S. government organizations all worked together in productive harmony. The embassy was named “best managed embassy” in 1991, a true reflection of Ambassador Glitman’s accomplishments. He and his wife Christine were welcoming hosts and worked hard to keep morale at the Embassy high.

All of us who worked with him mourn his passing and send Mrs. Glitman and the rest of the Glitman family our most sincere condolences.

**Laura Livingston**  
Bellingham, Wash.

## Retiree Group

In the Foreign Service Group of Central Texas, 90 percent of our 100 members are retired Department of State employees or are the spouses, widows and widowers of former State Foreign Service officers. The others are mostly FSOs from the other foreign affairs agencies, with a few from the Central Intelligence Agency, Department of Defense and United Nations. At any one time, a small number of our members are on temporary assignments overseas. We’re on the Web at [www.tfsg.org](http://www.tfsg.org).

In March, we met with Ambassador Ronald Neumann, president of the American Academy of Diplomacy, and assisted him on bringing the local offices of selected members of Congress up to speed on the workings and importance of our Foreign Service.

You might want to do a short article on the FSO retiree groups or print their contact information, which would be a plus for *State Magazine* in the eyes of many FS readers. My colleagues are as impressed with your magazine as I am.

**John S. Wood**  
Austin, Texas

*State Magazine* is preparing an article on FSO retiree groups for an upcoming issue.

*The Editor*

## Birds of Ecuador

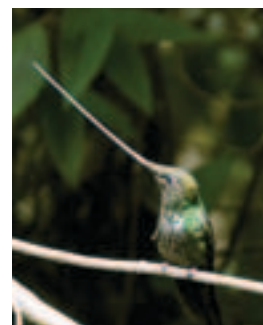
As the Department’s unofficial ornithological ombudsman, I enjoyed immensely the story of Ambassador Heather Hodges’s Ecuadorean conversion to birding in the February issue. While birding can be an excellent way to build bridges with the host nation, *State Magazine* missed an opportunity to do the same. Ecuador has some of the rarest and most spectacular birds on the planet: the sword-billed hummingbird, long-wattled umbrellabird and jocotoco antpitta, to name just a few. However, you inexplicably chose to illustrate the article with a photo—admittedly gorgeous—of a European robin!

Next time, please show off the avian wonders of Ecuador.

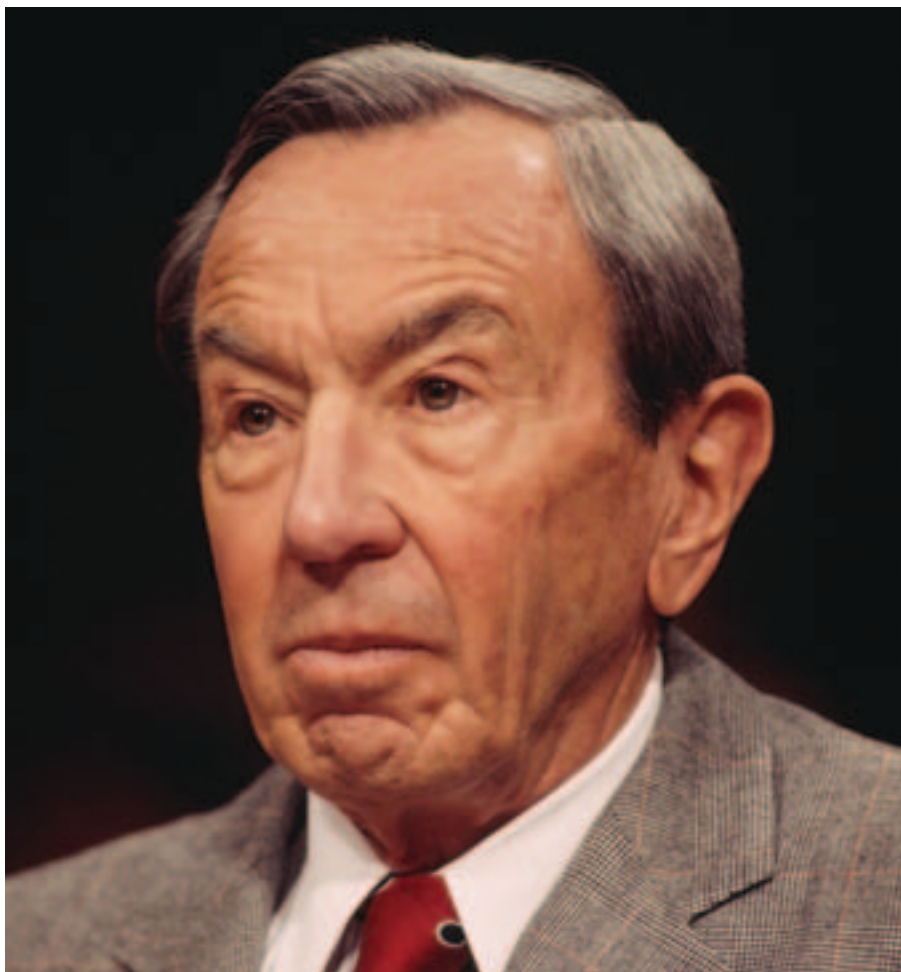
**Peter G. Kaestner**  
Falls Church, Va.

*Here is one of Ecuador’s 1,600 birds, the swordbill hummingbird, which has a bill longer than its head and body combined.*

*The Editor*



## Secretary Warren Christopher 1925-2011



Warren Christopher, the 63rd Secretary of State, died in March at age 85. He was Secretary in the administration of President Bill Clinton, and deputy secretary in the administration of President Jimmy Carter, during which he negotiated the 1981 release of the Americans taken hostage at the U.S. Embassy in Tehran.

Christopher's tenure in the Clinton administration was marked by the signing of the 1993 Oslo Accords, which created the Palestinian Authority, and the 1995 Dayton Agreement ending the war in Bosnia.

Christopher had also been a deputy attorney general in the Administration of President Lyndon Johnson. At the time of his death, he was senior partner in a California law firm. Among the awards he received during his career was the Medal of Freedom.

To note Christopher's passing, Secretary of State Hillary Clinton issued the following statement.

"I was deeply saddened by the passing of my friend and predecessor, Warren Christopher. The longer I

spend in this job, the deeper my appreciation grows for the giants who came before. Warren was a diplomat's diplomat—talented, dedicated and exceptionally wise. As well as anyone in his generation, he understood the subtle interplay of national interests, fundamental values and personal dynamics that drive diplomacy. Along with the late Richard Holbrooke, Warren led the effort to bring peace to the Balkans in the 1990s. Over his long career in public service, he also helped establish diplomatic relations with China, oversaw the expansion of NATO, worked tirelessly for peace in the Middle East and championed human rights around the world. America is safer and the world is more peaceful because of his service.

"In addition to being a great statesman, Warren was also a dear friend. I relied on his advice and experience over many years. Today my thoughts and prayers are with Warren's beloved wife Marie, their four children, and the entire Christopher family."



# Embassies Look Back On Green Year

The U.S. embassies in Spain and the Dominican Republic are among many this month looking back on a year's worth of environmentally friendly activities.

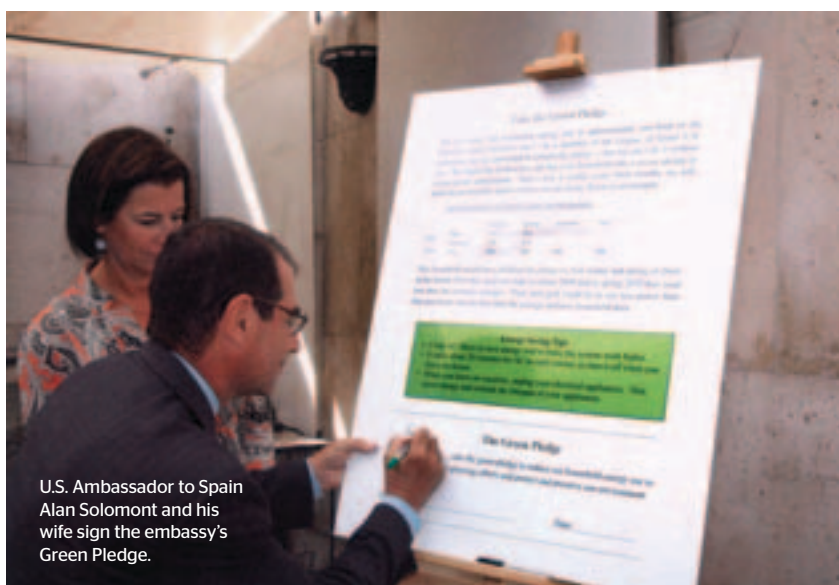
The U.S. Embassy in Madrid one year ago launched an on-compound organic garden that was built by the embassy community and has a system to use runoff rainwater. Since the garden's launch, embassy and local children have picked and planted vegetables and herbs and participated in cooking demonstrations with the ambassador's residence cook. The embassy has also held a green town hall meeting that noted how green activities can save money, showcase the U.S. environmental commitment and educate the embassy community. The city now provides on-compound containers for recycling and picks them up regularly.

Because the embassy housing pool generates about one-third of the embassy's total energy consumption and residents do not pay or even see energy bills, the embassy created a voluntary "green pledge" in which residents commit to reducing residential energy use. They also receive information about their energy usage quarterly, along with energy-saving tips. Since the pledge was implemented, average residential energy use for those involved has dropped approximately 15 percent.

Since the inception of its Green Team one year ago, the U.S. Embassy in Santo Domingo has planted hundreds of trees, cleaned numerous beaches and recycled 10 tons of paper and plastic. The team has also endorsed installation of



**Above:** Former Vice President Al Gore, left, meets with Foreign Service officer Paco Perez, leader of the U.S. Embassy in Santo Domingo's Green Team. **Right:** U.S. Embassy in Santo Domingo staff members work on a hillside reforestation project in the Dominican Republic's central mountain corridor.



U.S. Ambassador to Spain Alan Solomont and his wife sign the embassy's Green Pledge.

an air compressor to keep vehicles' tires inflated for better gas mileage and publishes weekly green tips in the mission newsletter.

In the local community, the Green Team sponsored the recycling-focused Green 5-kilometer Run/Walk and Fair, which involved more than 200 participants and was covered by five television stations and one newspaper. Since then, local businesses and diplomatic missions have contacted the team to learn how to go green and collaborate on future green initiatives.

The team is led by Foreign Service officer Paco Perez and includes Yesenia Bruckschen, Mercedes Feldman, Jeremy Edwards, Mark Hernandez, Juanita Aguirre, Stephanie Espinal, Dan Carl and more than 30 others.

The team is now promoting a car-pool incentive program, an Earth Day run/walk to be held in collaboration with the nation's Ministry of Environment, greater use at post of non-toxic cleaning products and a program to inspire energy conservation in mission housing.

## Former Iran Hostages Note 30 Years' Changes

On the 30th anniversary of their release, several U.S. diplomats who had been held hostage by Iran described their capture and the conditions of their imprisonment and praised their post's Marine guards for forbearing from shooting as the U.S. Embassy in Tehran was overrun.

Barry Rosen, then the post's press attaché, said he later learned from one of the attack's organizers that the attackers hoped one or more of their number would be killed by American fire, so they could justify executing all of the hostages. Rosen and four other former hostages spoke as part of a panel at Main State in January organized by the American Foreign Service Association to commemorate the sacrifices 52 Americans made while in captivity for 444 days.

Six embassy employees escaped the takeover by fleeing to the Embassy of Canada, which later helped them escape Iran, and panelist L. Bruce Laingen, then the U.S. chargé d'affaires, praised the Canadian government and urged its representative among the attendees to stand for applause.

Laingen also said "the heroes were our families back home" in that they remained hopeful although little news emerged on the captives. While they were held, Laingen's wife Penelope started a nationwide

trend by tying a yellow ribbon to a tree at their Maryland home. Event attendees received small yellow ribbons as mementos.

The panel discussion occurred against a backdrop in which U.S. missions in Afghanistan and Iraq operate in areas of conflict, but panelist Alan Golacinski, who had been in charge of Embassy Tehran's security, said U.S. diplomatic personnel overseas are better protected today.

"Our eyes have been opened" by the hostage crisis, he said.

Panelist Don Cooke, who at age 25 was one of the younger hostages, had just returned from leading a Provincial Reconstruction Team in Iraq and attested to the improved security. Now officers have armored vehicles and bodyguards and cannot travel about on their own, as he once did in pre-revolutionary Iran, Cooke said. He said the public now is more supportive of U.S. soldiers and diplomats, the ordeal of the hostages having undone negative views engendered by the Vietnam War.

Welcoming the panelists, Director General Nancy Powell told the audience in the George C. Marshall Center of another insight gained by the U.S. public. "We learned these people were not going to let the situation define them," she said.

## Mission-wide Training Forges Leaders

The nearly 300 employees of the U.S. Embassy in Sofia, Bulgaria, including American and Locally Employed Staff, spent two days in January learning how to be leaders.

"Be a leader, not a follower," urged Ambassador James Warlick at the opening of Leadership Day, which aimed to mainstream the notion of leadership.

Leadership can mean different things to different people, depending on culture, upbringing or job title. For instance, does being a manager automati-

cally make someone a leader or perceived as a leader?

A team of facilitators from the Regional Service Center in Frankfurt—Maura Pellet, Karin Wiedemann, Ronnie McCall and Taner Bozkurt—delivered the specially tailored training, designed with help from the RSC's Allison Ebert.

The training, the embassy's first of this sort, involved exercises on what a true leader is, and called for self-analysis and an updated notion of leadership and what employees should expect of supervisors and themselves.

"The event was an opportunity to take a day away and view things from a different perspective," said Consul General Eric Alexander.

The event also reminded participants of

the importance of how they treat each other.

"No training seminars or conferences can replace the everyday attitude...

our respect for our two countries and for each other," said Aneta Stefanova, who chairs the post's Foreign Service National Committee.

"There is no replacing that."

Most LE Staff said they appreciated the training. A custodian spoke of it as inspiring. "I realized that each of us is important in our own way. I felt my work is valued, I felt empowered, a full-fledged member of our embassy team," she said.

The post is considering ways to sustain the event's momentum, such as contacting local companies to organize team-building



Nicole Gallagher, left, an information officer, works on the training's house design exercise with Locally Employed Staff member Desislava Nikolova.

events or engaging in less-traditional forms of training.

"When trainers come in, sometimes it's just putting on a band-aid and sometimes it's planting a seed," said facilitator Wiedemann. "But for the seed to grow, it needs to be watered by the people who are surrounding the garden."





## Embassy Children Meet Nobel Winner

Burma's generals kept Nobel Peace Prize laureate Aung San Suu Kyi under detention for 15 of the past 22 years, but two days after her latest house arrest ended in November she met privately with U.S. Charge d'Affaires Larry M. Dinger and several other staff of the U.S. Embassy in Rangoon, Burma.

At the meeting, she asked to meet with the embassy's American children, seeking, she said, to refresh

her understanding of what motivates young people. She particularly wanted to meet older children, including those who would be coming home to Rangoon from schools abroad for the Christmas holidays.

As a result, in January the Nobel winner spent two hours one afternoon with embassy children and their parents at the chargé's residence. She exchanged greetings and participated in a group

photo. She and the older children discussed everything from vampires, Pinocchio and Harry Potter to how one might best motivate today's young people to become interested in politics. She later wrote happily of the conversations in a February article titled "Keepers of Conscience" in Japan's *Mainichi* newspaper.



## Deadline Approaches for Women's Fellowship

The deadline to apply for fellowships under the International Women's Forum Leadership Foundation Fellows Program is May 13. Department employees at grades FS-01/GS-15 and above may apply.

The 2011-2012 fellows will be announced in August and begin orientation in October 2011 during the IWF World Leadership Conference. Each recipient commits to three one-week sessions and approximately five days with an IWF member who serves as a mentor. The program's \$26,250 tuition, paid by the Department for employees, covers a global leadership curriculum that focuses on cross-cultural, functional and sector exchanges,

as well as training at the Harvard Business School and INSEAD, an international business administration program.

Fellows are drawn from academic, corporate, government, military and nonprofit organizations. Each develops a "legacy project," an initiative that passes on the knowledge and skills she gained.

Recent fellows from the Department are Natalie Brown and Elizabeth Fitzsimmons. This year's participant, Margot Carrington, said she has learned a great deal from the program and discussions among her class of 32 fellows from 12 different countries. The IWF, she said, uses "all means at their disposal

to help shrink the gender gap by grooming the next generation of women leaders."

Carrington said her mentor, a senior official in Washington, D.C., is providing invaluable assistance with her reentry after several overseas assignments and is helping prepare her for an upcoming domestic assignment.

For more information, contact Heath Nash at [hnash@iwforum.org](mailto:hnash@iwforum.org). Applicants must pick up the application materials from the Office of Career Development and Training in Room 2419 of the Harry S Truman Building by May 13. The IWF is on the Web at [www.iwforum.org/leadership\\_foundation.aspx](http://www.iwforum.org/leadership_foundation.aspx).

# STATE

MAGAZINE

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## Letters to the Editor

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## Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by writing to our main office; by e-mail at [statemagazine@state.gov](mailto:statemagazine@state.gov); or by downloading them from our Web site. *State Magazine* does not purchase freelance material.

## Deadlines

The submission deadline for the June issue is April 15. The deadline for the July/August issue is May 15.

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## Locally Employed Staff in the EEO Process

Locally Employed Staff have been a part of American foreign relations for more than 200 years. Today, more than 53,000 LE Staff, mostly foreign nationals, work for the U.S. government in embassies around the world.

It is vital that all members of the Department's workforce—U.S. citizens and foreign nationals—perceive our workplace as just and fair. In their pursuit of equity, deputy chiefs of mission, collateral-duty Equal Employment Opportunity counselors, managers and supervisors are sometimes left with the question, "What procedures apply to a non-U.S.-citizen LE Staff member who

wishes to raise a civil rights issue or complaint?" The short answer is that the Department will apply American principles of equity, fairness and inclusion to all who work at the Department, regardless of citizenship.

The long answer is that a member of the LE Staff who believes that he or she has been discriminated against can seek resolution through the informal EEO process, which begins when the aggrieved speaks with an EEO counselor and indicates that he or she would like to begin the counseling process. Discrimination can take several forms, including sexual harassment and workplace harassment based on an employee's national origin, race, color, religion or sexual orientation. Discrimination can be loosely defined as any disparate treatment of an individual in work-related situations because of these protected bases. Harassment, a form of discrimination, is the creation of a hostile work environment for an individual because of these same bases. Management officials and EEO counselors are required by 3 FAM 1525 and 3 FAM 1526 to report incidents of sexual or discriminatory harassment to the Office of Civil Rights immediately.

LE Staff can contact one of the Department's 275 EEO counselors. If a post does not have an EEO counselor, the aggrieved individual may contact the Office of Civil Rights to be assigned a counselor. As a neutral party, the EEO counselor ensures that parties understand their EEO rights and responsibilities, and attempts informal resolution. Non-U.S.-citizen LE Staff do not have recourse in American courts or to the Equal Employment Opportunity Commission. Fortunately, EEO counselors and OCR often achieve informal resolution through mediation or other forms of settlement.

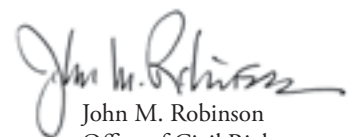
Through experience, OCR has found that many LE Staff are reluctant to speak to EEO counselors due to a fear of retaliation or termination, a discomfort with EEO terminology, language barriers or cultural norms that discourage making complaints. To help prevent incidents from going unreported and unresolved, OCR established the Foreign Service National liaison position several years ago. An FSN

liaison is nominated by post, receives basic EEO training and serves as a liaison between the aggrieved LE Staff member, post management and the EEO counselor. While the FSN liaison cannot serve as an EEO counselor, he or she may advise the LE Staff on post procedures for addressing workplace issues. Additionally, the FSN liaison may assist the EEO counselor with the post's EEO training and counseling process, when appropriate.

If the LE Staff member's concern is not resolved after going through EEO counseling, he or she should follow the post's grievance procedures for resolution. The requirement to create such grievance procedures is found in 3 FAM 7292 and 3 FAH-2 H-312. The FAM and FAH require a post to establish internal grievance procedures for addressing and resolving complaints of discrimination brought by non-U.S.-citizen LE Staff. At the very least, an internal grievance procedure at a post should include a mechanism to bring forth a complaint, the means to investigate the merits of the complaint, the process by which a decision is made and the procedure for appeals.

Our LE Staff play a vital role in the Department's work. Providing our LE Staff colleagues with knowledge of their EEO protections will not only guarantee that the Department is treating all employees with fairness, equity and inclusion, but it will also assist in creating a unified workforce.

For assistance or to contact an EEO counselor, please contact OCR at (202) 647-9295 or at [SOCR\\_Web@state.gov](mailto:SOCR_Web@state.gov).

  
John M. Robinson  
Office of Civil Rights

Motor pool gets first female staffer—the boss III By Kirn Braich

# Driving Diversity

Despite the great progress made in recent decades to promote diversity in male-dominated professions, eliminate stereotypes and remove the “glass ceilings” that keep women from promotion, these impediments still exist in some places. One was, until recently, the motor pool unit of the U.S. Embassy in Mexico City.

In its entire history, the 25-person motor pool had never had a female staff member, not as a driver, dispatcher or supervisor. Women never sought jobs there—it was assumed these were male-only jobs. While the motor pool had always performed excellently and distinguished itself in countless Presidential and congressional delegation visits, it was not a diverse unit.

But promoting diversity can

have tremendously positive results, as illustrated by the recent hiring of Lourdes Castellanos as Embassy Mexico City’s new motor pool supervisor.

## Challenges

The embassy’s previous motor pool supervisor, Raymundo Guzman, retired in November 2010 after more than 30 years of service, and his replacement was expected to face a host of challenges that differed from those of the past. With the advent of eServices and the increased use of software such as WebPASS, a different set of skills was needed, including dexterity with computer software.

“We needed a person with top-notch business skills to take us to the next level so that we could modernize the motor

pool and bring it into the 21st century,” said Supervisory General Services Officer Margaret MacCallum.

The position’s requirements were upgraded to include university studies, and the unit set out to recruit the smartest, most tech-savvy and business-minded person it could find. After the search team interviewed internal and external candidates, it knew Castellanos was the most qualified.

“With her two university degrees and experience working at Disney World, along with her great energy level, Lourdes was clearly the best choice,” said Assistant General Services Officer Michael Kelly.

The team didn’t set out to fill the position with a woman, MacCallum said, but since the

best available candidate turned out to be a woman, it was excited about adding diversity to the workforce and gaining such a talented person.

## Reaching Higher

“The easiest thing in the world would have been to hire someone like the previous person, but we wanted to continually reach higher,” MacCallum said.

Since the motor pool had been a male-only unit, some wondered whether coworkers, especially the middle-aged male drivers, would balk at Castellanos’ leadership or not give her respect due to her youth and gender.

Barbara Aycock, the embassy’s minister-counselor for management affairs, made clear the post’s position: “We hire people completely



PHOTOGRAPHS: DAVID SUAREZ

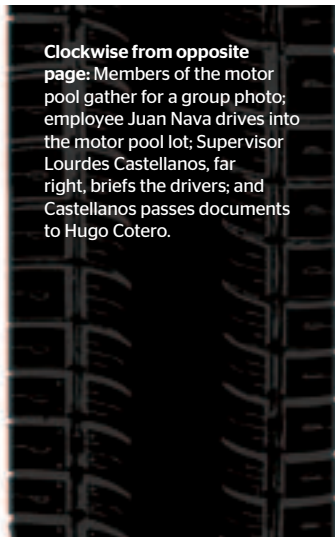




without reference to their age, gender or other demographic characteristics. We hire the smartest and most talented people we can find. If there are people who have a problem with hiring a young woman for this position, we'll simply help them to understand that we make hiring decisions based only on the qualifications of candidates."

The motor pool leadership's worries about cultural resistance to the appointment turned out to be unfounded. In fact, MacCallum said the entire motor pool staff acted very professionally.

**Clockwise from opposite page:** Members of the motor pool gather for a group photo; employee Juan Nava drives into the motor pool lot; Supervisor Lourdes Castellanos, far right, briefs the drivers; and Castellanos passes documents to Hugo Cotero.



"What we care about is bringing in people who can help us to do our job well," said Jesus Mendoza, the long-time motor pool dispatcher.

Since joining the embassy team in December, Castellanos has exceeded expectations, MacCallum said, noting that the new supervisor has embraced eServices, helped implement new programs such as a contract relationship with a taxi company and quickly grasped many fine points of Department business processes.

"Lourdes brings a level of business acumen, analytical thinking and initiative that we need to maintain high service standards in times of tight budgets," said Management Officer Roberto Brady.

Castellanos played a key role in Secretary of State Hillary Rodham Clinton's January 2011 visit to Mexico by helping to assign vehicles and drivers to

the Secretary's motorcade and coordinating the advance team's transportation needs.

"For a new hire who has been around for only one month to play a significant and very positive role in a SecState visit is truly amazing," said Deputy Chief of Mission John Feeley.

Among the lessons arising from Castellanos' hiring, MacCallum said, are that the person hired should be the most qualified one available, regardless of demographics, and that non-discrimination not only is the law but brings new life and energy to the workplace. She said supervisors should also never underestimate their staff's readiness to accept change and act professionally.

Often, she said, the staff is more ready than we think. ■

*The author is assistant general services officer at the U.S. Embassy in Mexico City.*



Officials hold an information session for stranded U.S. citizens in Aguas Calientes.

**Right:** Urubamba River flooding undermined these railroad tracks.



# Andean Adventure

Vacationing employee aids stranded tourists /// By Philip K. Barth

On a temporary duty tour to Peru in January 2010, I jumped at the chance for a weekend trip to Machu Picchu, achieving a boyhood dream. However, unprecedented heavy rains in the Andes turned my planned 30-hour visit into a weeklong adventure during which I became a point of contact between the U.S. Embassy in Lima and 300 Americans stranded in Aguas Calientes, the village and staging point at the base of Machu Picchu mountain.

Machu Picchu sits like a crown atop a high plateau deep in the Andes Mountains that is reached by a two-hour train ride from nearby Cusco, the two-mile-high regional hub. I departed Cusco early on a Saturday morning, hoping to spend two days at the world-famous ruins. En route, the early onset of Peru's rainy season caused landslides that blocked the train tracks and delayed our

progress. Eventually our tour guide hired a mini-bus that took us to a train station beyond the landslides. There, we rode a backpackers' train for the last 25 miles to reach Aguas Calientes.

Early the next morning, Sunday, I eagerly jumped onto one of the first half-hour bus rides winding its way up the 13 switchbacks to Machu Picchu, 1,300 feet above Aguas Calientes. The mountain was completely enclosed in cloud and drizzle, but I nonetheless planned to hike first to Huayna Picchu, an adjoining peak that overlooks Machu Picchu, trudging up another 1,000 feet on steps built into the side of the mountain. At the top, the clouds and rain gradually began to disperse and as I trekked back down, the amazing ruins of Machu Picchu became visible. I spent a few more hours roaming and climbing the narrow alleys, rooms and

passageways of the ancient city before busing back down to Aguas Calientes for the return train ride to Cusco.

## Trouble Ahead

This time, however, the Cusco train station was very crowded; another landslide had delayed my train. I then learned that no more trains would be leaving that night. I spent the night with others on the empty trains, hoping for an early departure in the morning that would allow us to make our Monday flights.

Ominously, during the night we were awakened every two hours by the sound of rain on the cars' metal roofs. That morning, my worries grew when I saw the track crews returning to the station after only 20 minutes; surely no landslides big enough to cancel the prior day's trains would have



been cleared so quickly. Indeed, we learned that large sections of track were completely covered or undermined. It would be days, not hours, before we could leave, and I needed to contact Embassy Lima to get its help with my onward flights and contacts.

Since I'd already used my cellular phone to call the post's facility manager for help in rescheduling my onward flight, I also called the consular section to offer an update on conditions on the ground. Since a consular dispatch team that had departed Lima could get no closer than Cusco, they were indeed grateful for the information I was able to provide. Over the next several days, I became a primary conduit of information between the embassy and the 300 or so Americans stranded in Aguas Calientes, just a fraction of the more than 2,000 stranded tourists, mostly in their 20s and 30s.

## Hardships

For four days we waited in uncertain conditions for our turn to board one of the helicopters of the Peruvian airlift that eventually evacuated all of the stranded tourists. Continued rain, rising flood levels and dangerous mountain terrain initially limited the number of aircraft that could make it in and back safely. Children, the sick and elderly, regardless of nationality, got priority on those first flights. The U.S.

Embassy, which had an interagency team working virtually around the clock to monitor and assist the operation, provided five U.S. helicopters to the airlift effort.

As we waited our turn to be evacuated, we never ran out of food, although choices became limited and the ATMs quickly ran out of cash. During one night I slept on a makeshift bed of chairs in a small chapel and charged my cell phone in a cell phone shop. I also reassured disgruntled foreign tourists who had heard false rumors of preferential treatment being given to American citizens in the airlift effort. (In fact, helicopter seats were assigned in priority order regardless of nationality.) I gained a new passion for the local beverage Inca Cola, waited one morning in the rain at 5:00 a.m. for an airlift that never happened, and took phone calls from anxious U.S. relatives of a 75-year-old grandmother.

Different rumors seemed to arise every day, which added to already high levels of anxiety among the stranded. To counter this, I organized regular information sessions with the stranded Americans to share the updates on the rescue efforts that I was getting from the Embassy Consular Section.

The multi-day airlift proved to be well organized, evacuating up to 100 people per hour when weather permitted. Before long, the reassuring drone of helicopter engines lifted everyone's spirits. When the Embassy consular and security team was finally able to reach Aguas Calientes from Cusco, they quickly took over providing information and services to American citizens. I returned to being a mere tourist. I got my turn to depart just after noon on Thursday, joining 24 others

## Embassy Assists Peruvian Rescue Effort

The January 2010 airlift of those stranded in Machu Picchu was a quickly developing unprecedented situation that tested the U.S. Embassy in Lima's emergency response team. A full 2,000 international tourists, including 300 Americans, had been stranded by rising flood waters at the foot of the renowned tourist attraction, and the embassy quickly mounted a major interagency effort to assist Peruvian authorities.

That week, the embassy also dispatched a team to nearby Cusco to coordinate information and services for stranded Americans. The post dedicated all available resources and personnel to the rescue, including the five U.S. helicopters used in the Peruvian airlift. Assistance also came from an interagency team of security experts and others, and from embassy navigation experts who helped American and Peruvian pilots safely navigate the treacherous mountain terrain, where rising flood waters threatened landing sites.

In the end, all foreign tourists were evacuated safely except for one who lost his life when he hiked down the mountain on his own rather than wait for the rescue team.

crammed inside a Peruvian army helicopter flight to all the way to Cusco, sparing us a 50-mile bus ride.

Believe it or not, despite all of this, I would gladly return to Machu Picchu if given another chance. ■

*The author is a construction engineer with the Bureau of Overseas Buildings Operations.*

At Machu Picchu, Huayna Picchu appears in the distance. **Right:** Stranded tourists assemble on higher ground during a flood scare.





# In the LEED

Domestic facilities make strides  
in energy conservation

*By Harry Mahar*



The Bureau of Administration's Office of Operations acquires, operates and maintains the Department's domestic real estate—approximately 120 properties totaling about eight-and-a-half-million square feet of space. The office, which directly controls about two-thirds of those properties, works to keep them energy-efficient and environmentally sustainable, in line with the Department's Greening Diplomacy Initiative, executive orders and regulations.

Among its strategies are employing independent third-party certifications, including Energy Star ratings for energy efficiency, U.S. Green Building Council and Green Building Initiative ratings for environmental sustainability, and several Department programs on sustainability and recycling. At those buildings where the office has direct operational control, it tracks energy and water consumption and greenhouse gas emissions. The Department has completed its first comprehensive accounting of greenhouse gas emissions for domestic operations and found emissions

from building operations accounted for just under half of the Department's total.

Energy Star certifications indicate that a building is operating more efficiently than 75 percent of comparable buildings nationwide. The Department buildings with this certification are State Annex-20, the National Visa Center in Portsmouth, N.H., and the Florida Regional Center.

## LEED Certified

The office also ensures that newly leased buildings will receive USGBC Leadership in Energy and Environmental Design, or LEED, certification at the Silver level or higher. For example, SA-5, the American Pharmacists Association building, should receive the LEED-Gold certification soon, and SA-25, the Hagerstown warehouse, is LEED-Gold certified now. In addition, the National Passport Center-II in Portsmouth is expecting LEED-Silver certification soon, and the Phase 1B renovation of the Harry S Truman building is expected to be certified

at LEED-Silver when completed.

Buildings directly controlled by the office are certified by the GBI under its Continual Improvement for Existing Buildings rating system. To date, the National Visa Center in Portsmouth and the Beltsville, Md., Information Management Center have received two Green Globes, which are comparable to the LEED-Silver certification. The Florida Regional Center and SA-1 have received three Green Globes, comparable to LEED-Gold. Several additional sites, including the National Foreign Affairs Training Center, are seeking similar certifications.

The bureau also requires that all minor renovations of domestic facilities be designed and built to LEED criteria. Renovations involving more than 5,000 square feet of space must be registered with USGBC with the goal of achieving at least LEED-Silver certification.

The Department's consolidated data center, designed with LEED-Gold certification as a requirement, is under construction, with



**Opposite page left:** Spinning wind turbines generate electricity. **Right:** The Department's Building 84 shows its rooftop photovoltaic panels. **Below left:** Construction continues on the Department's Enterprise Server Operations Center. **Right:** The Department helps employees cut energy use through its loaner-bike program.



completion scheduled for November. The facility will be notable for scalable and sustainable design features and several operational efficiencies. For instance, the data center will consolidate multiple applications from servers onto a single server through a technique known as virtualization, substantially reducing the number of servers and power consumption. The data center was built in an area with low power costs and is designed to use outside air to cool the servers almost seven months a year.

At HST, computer rooms comprise about 3 percent of floor space yet consume about 40 percent of the building's power. With server consolidation and virtualization, power and cooling loads are expected to drop significantly. By relocating those computing activities into a building designed for that purpose, the efficiencies could more than double, the bureau said.

## Smart Building

When the bureau's Office of Facilities

Management Services recently rehabilitated a building of less than 10,000 square feet on the Charleston Regional Center campus, it sought to demonstrate newer building technologies and "smart building" control systems. Building 84 has high R-value insulation, a ground-source heat pump for heating and cooling, a rainwater-capture system for garnering water for sanitary and landscaping use, solar collectors for domestic hot water and solar photo-voltaic and wind turbines for power. It also maximizes its use of daylight and has lighting controls that minimize energy and water consumption. The "smart building" control system integrates these components.

Within a year, FMS expects to demonstrate that Building 84 is a "net-zero" energy consumer, meaning as much energy will be produced onsite as the building consumes. The bureau expects the building will receive a LEED-Platinum certification later this year.

Both distinctions will be firsts for the Department.

At the state level, SA-32, the mail processing hub for Diplomatic Pouch and Mail, has earned the State of Virginia's Environmental Excellence Program award as an exemplary environmental enterprise for its energy and water conservation and recycling, which has significantly reduced wastes over the past several years.

At a less technical level, the office continues to encourage Washington, D.C., area employees to ride bicycles by providing space for bicycle parking, shower and locker facilities and a complimentary loaner bike program. The Department has more than 280 spaces in 39 bike racks, and plans for more are in the works. The loaner bikes are available to employees who choose cycling as an alternate mode of transportation during the workday for business purposes, recreation or personal use. ■

The author is director of the Office of Facilities Management Services.



# Second Life

OBO puts construction debris to new uses /// By Beth Kempton

We all throw things away, often not considering where these things end up. According to an Environmental Protection Agency estimate, Americans threw away 4.6 pounds of trash per person per day in 2007, nearly double the 1960 amount. At this rate, U.S. landfills will be full in 20 years. There is also a rising concern about running out of resources and the impact of toxins leaching from landfills.

Construction sites generate considerable landfill waste. According to an Environmental Protection Agency report, building-related construction and demolition debris accounts for nearly 26 percent of total non-industrial waste generated in the United States. At 160 million tons of construction waste a year, that's approximately three pounds of construction waste generated per American daily, according to the EPA.

To promote changes in what happens to construction waste, changes that might be implemented in the wider marketplace, the U.S. Green Building Council included consideration of what happens to a project's construction waste and materials when assessing its Leadership in Energy and Environmental Design, or LEED, system for rating buildings on their environmentalism. The council said reducing the waste shipped to landfills from construction sites is the most effective method of avoiding landfill build-up and the greenhouse gas emissions arising from waste incineration. The LEED system awards points for diverting 50 percent, 75 percent and 95 percent of construction waste to uses other than landfills.

## Resource Recovery

Internationally, resources and incentives for diverting construction waste vary greatly by location. Many landfills charge per load dropped off, and contractors must consider tradeoffs between these "tipping fees" and paying those who haul waste to places where it can be recovered

or reused. Materials most frequently recovered and recycled include concrete, asphalt, metals, wood and gypsum board. In many regions, "waste" materials have value, and some operations actually pay to receive the goods.

The Bureau of Overseas Buildings Operations has found that effective construction waste management requires a paradigm shift by the contractor, who must stop thinking of waste as a burden and consider it an asset.

In developing countries, one of OBO's general contractors, B.L. Harbert International, pioneered construction waste recycling on new embassy compound projects through a variety of waste-diversion methods. Harbert International allowed the local population to salvage materials at areas set up near project sites, and sorted excess materials were donated to charity projects.

In Brazzaville, the Congolese government was relocating the Makana II village, nine miles outside the city, as part of a highway construction project. Harbert International partnered with the



Piles of concrete stand ready for reuse after demolition of a U.S. facility in Addis Ababa, Ethiopia.





U.S. Agency for International Development, the Fuller Center for Housing and the International Partnership for Human Development to develop plans to build 30 new houses for the displaced Makana II residents.

Employees constructing Brazzaville's new embassy compound volunteered to design and build the homes, donated reusable materials from the new embassy compound project and transported construction materials to the homes project. This effort, plus the new embassy compound's onsite salvage areas and the donation of materials to local orphanages and school construction projects, meant that 95 percent of the new embassy compound construction waste did not go to landfills. Three of 39 points were awarded

to the project for this effort, giving it a LEED-Gold rating, the first such award gained by the Department of State.

Harbert International has applied this waste management model to divert most of the construction waste generated on new embassy compound projects in Addis Ababa, Ethiopia; Antananarivo, Madagascar; and Lusaka, Zambia.

### Relief Efforts

In more-developed countries, construction waste from new embassy compound projects is contributed to relief projects. For five years, Romania has faced severe recurring flooding, leaving thousands of people in temporary shelters. During floods in June 2010 alone, more than 16,000 people were evacuated from damaged and destroyed homes. To support post-flood housing reconstruction, general contractor American International Contractors, Inc., donated excess construction materials from the new embassy compound project in Bucharest to Habitat for Humanity Romania, which reused large delivery

crates, plasterboard and oriented-strand board. The new embassy compound project, still under construction, continues this mutually beneficial relationship.

Globally, the diversion of surplus construction materials to prevent their going to landfills is an enormous opportunity for recycling and reuse. Discarded materials from major construction sites have financial value, and OBO contractors are diverting waste materials from landfills toward use in the local community. Although OBO is not a major builder in each host nation, its contractors are providing a sustainable example to the international community.

Since 2008, all new embassy compound projects have had to earn LEED certification. In 2010, OBO required new embassy compound projects to achieve LEED-Silver certification and to divert at least 50 percent of construction waste from going to landfills. These requirements support federal mandates by enforcing more stringent sustainable building practices. Effective construction waste management plays an important role in achieving this higher level of sustainability and conveys a message of eco-diplomacy through responsible natural resource management. ■

*The author is on the staff of OBO's Design and Engineering Department.*



**Top:** Local residents gather near a completed home in the Makana II village. **Above:** Stockpiling of salvaged material from the demolition of the former U.S. diplomatic buildings gets under way in Addis Ababa. **Below:** A typical single-room home in the Makana II village is ready for use.





# Lab Partners

U.S., Indonesia come together over science /// By Madelyn Appelbaum

Speaking in Cairo in 2009, President Barack Obama emphasized the importance of expanding scientific and technological partnerships between the United States and Muslim communities. His vision was to build cross-cultural bridges through science and technology where young scientists and seasoned experts around the world can jointly tackle global challenges.

The U.S.-Indonesia relationship is a good example of the power of science in realizing this vision.

"Science, with its value system based on merit review, open and transparent data and reproducibility of experimental results, allows colleagues from across the globe to work together," said Assistant Secretary Dr. Kerri-Ann Jones of the Bureau of Oceans and International Environmental and Scientific Affairs, who leads the Department's efforts to build science diplomacy partnerships. "It also opens a channel of understanding that remains in place through ups and downs in a bilateral relationship."

## Science and Education Partners

The United States and Indonesia first signed a Science and Technology Agreement

in 1992, and several supplemental agreements were inked over the next two decades. Soon after a new bilateral S&T Agreement was signed in March 2010, President Susilo Bambang Yudhoyono of Indonesia and President Barack Obama launched the U.S.-Indonesia Comprehensive Partnership, which ushers in a new era of bilateral relations based on cooperation in areas such as political security, economic development, science, technology and education.

As part of the partnership, the Bureau of Educational and Cultural Affairs will provide \$15 million over five years to support the new Fulbright Indonesia Research, Science, and Technology Program for American and Indonesian students who study and teach in priority S&T fields. The first 10 Fulbrighters began their exchanges in the fall of 2010, and approximately 40 more will receive FIRST awards this year.

The United States' National Academies of Science plans a Frontiers of Science program in Indonesia to bring together U.S. and Indonesian scientists, engineers and medical professionals. Through ECA's expanded Community College Initiative Program, 50 young Indonesians began studies at U.S.

community colleges last fall. This spring, the Commerce Department will bring the largest-ever U.S. government-led university delegation to Indonesia to promote U.S. educational opportunities in many disciplines, including science and technology.

The Science Envoy program is another cornerstone of the President's global engagement strategy. The envoys explore opportunities overseas for science and technology cooperation on global challenges. One science envoy, Dr. Bruce Alberts, editor-in-chief of *Science* magazine, traveled to Indonesia twice during 2010. Dr. Jason Rao, senior policy analyst in the White House's Office of Science and Technology Policy, said Dr. Alberts' visits "have helped make science a priority of U.S.-Indonesia collaboration by engaging Indonesians across the country."

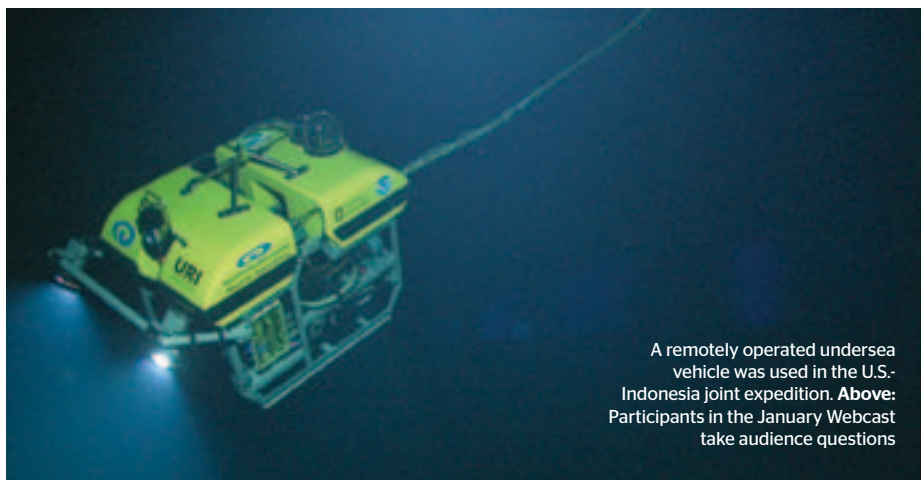
## Live Webcast

In January, the Department showcased the U.S.-Indonesia S&T partnership in a webcast. The webcast linked Dr. Jasne Lubchenco, administrator of the National Oceanographic and Atmospheric Administration, with Dr. Alberts and Indonesian Ambassador Dr. Dino Patti



This octopus, which may be a new species, was one of many marine animals imaged by the U.S.-Indonesia joint expedition.





A remotely operated undersea vehicle was used in the U.S.-Indonesia joint expedition. **Above:** Participants in the January Webcast take audience questions

Djalal in Washington, D.C. They in turn were linked to Indonesian Minister of Fisheries Dr. Fadel Muhammad, Chairman for the Indonesian Agency for the Assessment and Application of Technology Marzan Iskandar and U.S. Ambassador Scot Marciel in Jakarta, where the event was watched by an audience of nearly 150 scientists, public officials and students at the U.S. Embassy Jakarta's @america outreach center in a Jakarta shopping mall.

The webcast focused on last summer's U.S.-Indonesia joint ocean expedition in Indonesian waters. NOAA's *Okeanos Explorer* and Indonesia's *Baruna Jaya IV* conducted the expedition, known as INDEX-SATAL 2010.

This expedition to the global hot spot of marine biodiversity yielded unprecedented video of deep-water life, and its results were featured in *Science* and *The Economist* magazines.

"The ocean surrounding the Indonesian archipelago is virtually unexplored. Understanding it better will inform smart uses of oceans, yield a wealth of scientific knowledge and inspire a new generation of scientists," Dr. Lubchenco said. "Exploring the world's most biologically diverse region can yield new insights into ocean acidification and cycles of deep-ocean gases, such as carbon dioxide, that may play a role in climate and ecosystem variability."

In addition to the science, the joint

expedition emphasized partnership: It was the first joint Indonesia-USA ocean exploration expedition with a U.S. ship to send live video to scientists ashore.

"[I] cannot find a better example of how the 'Indonesia-US Comprehensive Partnership' is being executed in terms of the soft-power relationship than the present scientific cooperation of INDEX-SATAL 2010," Ambassador Djalal said.

NOAA is also helping Indonesia strengthen its marine resources management and develop climate change adaptation strategies, supporting Indonesia's goal of achieving 20 million hectares of marine protected areas by 2020.

With vision and leadership, the United States and Indonesia are tapping the power of science, sharing knowledge, leveraging expertise and collaboratively developing science-based policies. As President Obama underscored at the University of Indonesia in November, the U.S.-Indonesia partnership "is a partnership of equals, grounded in mutual interests and mutual respect." The science and technology partnership is at the forefront of this vision, bringing value to lives and livelihoods locally, regionally and, ultimately, globally. ■

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*The author, a senior communications policy advisor at NOAA, worked with the Department of State to develop the U.S.-Indonesia sea floor mapping webcast.*

# One Team

Shanghai LE Staff enjoy growth opportunities

*By Janet Flatley and Sam Goffman*

The entrance to Westgate Mall, home of U.S. Consulate General in Shanghai's consular section, is easy to find—just follow the crowds. Each morning, a throng stands outside waiting to be interviewed. And each morning, the section's Locally Employed Staff, after pushing their way past several hundred applicants, enter the office and begin processing the unprecedented number of Chinese applying to travel to the United States.



Applicants wait in line outside the entrance to Consulate General Shanghai's nonimmigrant visa section.

The world's fourth-largest visa-issuing post last year, Consulate General Shanghai has squeezed out every possible inefficiency by opening at 7 a.m., working through lunch and having staff work together more closely. Although these modifications have helped the visa section handle an annual 30 percent increase in visa applications, the ever-growing workload has put heavy pressure on officers and LE Staff alike.

The section's officers have an array of work opportunities, such as portfolio and reporting work and public outreach activities, that lighten the daily stress of visa work. However, the LE Staff rarely have such opportunities to vary their daily duties. As a result, they sometimes have trouble seeing the broader picture involved with managing up to 1,800 visa cases per day. Being confined to printing and pasting visas, data entry and managing window intake can hurt their morale and affect work quality.

Yet the morale of LE Staff is essential to any consular section since they understand the local dynamics better than officers, handle most of the mechanics of the interview process and retain the institutional knowledge in a workplace where the officers rotate every few years. In Shanghai, finding creative ways to help LE Staff work well as a team is vital in dealing with the ever-increasing demands of working at one of the busiest visa posts in the world.

## Escaping the Bubble

To address this need, the consular section in January sent two LE Staff to Consulate General Guangzhou to meet their counterparts, exchange ideas and observe visa operations. Employees at both posts gained a more comprehensive picture of Mission China and passed on what they learned to co-workers.

"We saw the differences in how they do visa work," said Elaine Gao, an LE Staff member who went to Guangzhou. "When you can see the differences, you learn what needs improvement. The more you learn, the more you will be eager and efficient. Even small changes can have a big impact."

Budget constraints make it impossible for everyone to participate in this kind of trip, so Shanghai's visa unit has also begun hosting monthly countrywide digital videoconferences for its local employees. DVCs logistics are coordinated by officers, but the meetings are in Chinese and wholly run by LE Staff. These conferences give LE Staff throughout China the opportunity to organize meetings, give presentations and discuss issues in common.





Staff of the nonimmigrant visa section and American Citizens Services stand ready to serve in front of the NIV interview windows.



Consulate General Shanghai staff engage in a digital videoconference.

## Beyond the Screen

In response to a request from LE Staff in Shanghai, consular officers have begun offering them weekly English classes that also give them a better grasp of American culture and help develop closer relationships with American colleagues.

"The classes pull us closer to American culture," said Steven Zhu. "They help us

understand the behavior and thoughts of American people, and they play an important role in our daily collaboration with American officers."

The section also created a rotating lunch group program that randomly assigns one or two officers to a different group of LE Staff each month. In a nation like China, officers and LE

Staff often have little informal contact outside of work, so the lunch program has been successful in encouraging them to get to know each other in a casual environment.

These efforts have paid dividends and attracted attention elsewhere. "I applaud the efforts of the consular section in Shanghai to recognize these sources of stress and to engage LE Staff in team-building and professional development," Janice Jacobs, assistant secretary for Consular Affairs, wrote in January.

The consular section's employees say they are pleased with its morale and team spirit. "We have an amazing local staff," said Visa Unit Chief Nick Larsen. "I'd put them on par with any LE Staff in the world. They constantly look for ways to improve and support the team."

Shanghai LE Staff member Lance Xiao praised the efforts to foster teamwork, saying they've improved office morale. "We are colleagues," he said. "These programs can help us know each other better. And when we know each other well, we can work together well." ■

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*The authors are vice consuls in the nonimmigrant visa section of the U.S. Consulate General in Shanghai.*

# Diversity Celebrations

Embassy community shares holiday traditions /// By Gerry Kaufman



One of Malaysia's most fascinating features is its cultural diversity. Half the population is Malay, while the other half is a mix of ethnic Chinese, orang asli or indigenous peoples, ethnic Indians and others. Consequently, the Malaysian calendar boasts countless celebrations—and far more public and religious holidays than the U.S. Mission could possibly observe officially.

The local workforce of the U.S. Embassy in Kuala Lumpur reflects Malaysia's rich cultural, ethnic and religious diversity. Therefore, throughout the year, American and Locally Employed Staff and the embassy community at large put forth exceptional effort to share their respective traditions.

## Cultural Celebrations

Over the years, the embassy community has developed its own traditions. The American Embassy Malaysian Employees' Association annually hosts a gala event for a major holiday celebrated by one of the Malaysia's three main ethnic groups. In 2009, the embassy's Muslim employees hosted the Eid al-Fitr festival, known locally as Hari Raya Aidilfitri or Hari Raya Puasa, to mark the end of the fasting month of Ramadan.

A traditional dance performance occurs at the Deepavali Open House.

Last November, AEMEA and the embassy's employees of Indian descent presented a Deepavali, also known as "Diwali," celebration with a traditional procession of trumpet and drums, dance performance, delicious Indian buffet and a presentation on the holiday's significance as the "festival of lights" observed by Hindus, Jains, Sikhs and even some Buddhist sects.

"AEMEA hosts these events in an effort to introduce local culture, tradition and cuisine to our American colleagues while at the same time strengthening camaraderie among the embassy staff," said AEMEA President Ravindran Manickam.

In February, AEMEA and the embassy's ethnic Chinese community leaped into the Year of the Rabbit with a Chinese New Year Spring Festival event that featured lion dances, a kung fu demonstration, Chinese music, firecrackers and decorative lanterns. To invite prosperity in the coming year, partygoers took part in a custom popular among overseas Chinese in Malaysia: using chopsticks to toss a raw fish salad called yusheng in Mandarin (yee sang in Cantonese). The salad's name is a play on the Chinese word for "raw fish" and its homophone meaning "abundance." For their part, American employees have pulled out all the stops when it comes to involving the entire embassy community in celebrations





**Above:** Ambassador Paul W. Jones and his wife wear necklaces as they escort AEMEA President Ravindran Manickam, center right, in the embassy's 2010 Deepavali procession. **Right:** A chef prepares *roti canai*, a local specialty similar to a crepe.

of major U.S. holidays. Last November, the American Employees Welfare Association sponsored a Thanksgiving luncheon for which American officers and eligible family members cooked—and served—a veritable Thanksgiving feast to their Malaysian colleagues.

“Spending the holidays far away from home reminds us, as Americans, that our Malaysian colleagues are our family overseas,” said Deputy Economic Counselor and AEWPA President Juha Salin. “Celebrating holidays together is about more than sharing traditions and exchanging cultures—it’s also about serving the embassy community and building strong, lasting relations between all embassy employees.”

### Embassy Tradition

Ambassador Paul Jones and his wife Catherine, the author of several culinary books, strongly support embassy community activities to foster the exchange of cultural, religious and culinary traditions. In keeping with Embassy Kuala Lumpur tradition, in December the ambassador and his family

hosted a winter holiday party at their residence for all embassy employees and their families. Each family brought a dish to share, resulting in a potluck featuring delicious foods from around the globe.

“This embassy’s diversity is one of our greatest resources,” Ambassador Jones said. “When we honor our differences, the U.S. Embassy sets an example of openness, mutual respect and friendship—and we demonstrate to our hosts that we live by those ideals.”



Identifying common ground and building bonds within the embassy assists the mission’s work to build linkages and momentum in the U.S.-Malaysia relationship, which has been revitalized under the current administrations of both countries. During Secretary of State Hillary Rodham Clinton’s November visit to Kuala Lumpur—the first bilateral visit by a U.S. Secretary

of State since Secretary Warren Christopher came to Malaysia in 1995—she set the tone for the upswing in the bilateral relationship when she declared at a widely covered trade event, “America-Malaysia, Boleh.” That means “Yes, we can!” ■

*The author is a consular officer at the U.S. Embassy in Kuala Lumpur.*





## ***Post of the Month***



All is peaceful as the  
sun rises in San Pedro,  
Ambergris Caye.



# Belmopan

Smaller is better in  
close-knit community

*/// By Al Caniglia*





## Post of the Month

Belmopan's official nickname is "Garden City," but locals and expatriates alike know it as "Capital Village." With a population between 10,000 and 15,000, Belmopan, Belize, is one of the smallest capital cities in the world. The three-mile-long Ring Road outlines the heart of the city, surrounding parks, government offices, the farmers' market, small businesses and the bus station. Each day, the population balloons as old American school buses bring thousands into the capital for work.

Belmopan's small size can mostly be attributed to its short history. Plans were laid for a new capital after Hurricane Hattie destroyed Belize City in 1961 for the second time in 30 years. Development has been slow, but Belmopan has grown more rapidly in recent years. The U.S. Embassy moved to Belmopan in 2006, and more people move to the capital each year. New stores and restaurants open (and close) with regularity.

Located on the southern part of the Yucatan peninsula, Belize borders Mexico, Guatemala and the Caribbean Sea. Belizeans refer to their country as a "melting pot of cultures"—a surprisingly accurate description for a country of only 330,000 people. Almost half the population is mestizo of mixed Spanish and Native American descent. One quarter is Creole, 10 percent is Mayan and 6 percent is Garinagu—descendants of Carib, Arawak and West African people. Each group contributes unique historical and cultural characteristics. Chinese and Taiwanese immigrants own and operate many of the grocery stores. There are also a significant number of Mennonites, who produce the majority of food consumed in Belize.

Formerly known as British Honduras, Belize declared its independence from the United Kingdom in 1981 but remains a member of the Commonwealth of Nations. English is the official language and is widely spoken, along with Spanish and Creole. Belize strongly identifies with both Caribbean and Central American cultures and is a member of the Caribbean Community and the Central American Integration System.

In comparison to its Central American neighbors, Belize has higher wages and a higher cost of living. Due to these higher costs and poor infrastructure, there are very few manufacturing jobs. Most of the country's \$1.4 billion gross domestic product is tied to agriculture—mostly citrus and sugar—and eco-tourism.

Tourism is Belize's largest industry. Each year, one million tourists—three times the population of the country—visit. Many are day trippers who have come ashore from large cruise ships. Most overnight tourists head to San Pedro on Ambergris Caye, made famous by Madonna as "La Isla Bonita." San Pedro has resorts and restaurants and offers a wide variety of water sports.

Recognized by UNESCO as a World Heritage Site, Belize's barrier reef—the largest in the Western Hemisphere—provides fantastic opportunities for snorkeling, scuba diving, fishing and boating. Hundreds of smaller cayes (pronounced "keys") dot the coastline.

On the mainland, the sights and activities include dozens of caves for adventurous tourists to explore. One of the most popular activities is cave tubing, where visitors float down rivers that pass through several caves. Other caves are great for spelunking. One, Actun Tunichil Muknal, was used for ancient Mayan rituals and features calcified remains of human sacrifices as well as pottery. There are also several popular Mayan temple complexes, including Xunantunich, Altun Ha, Caracol and Lamanai.



**Above:** Local fishermen display their catch. **Below:** Prime Minister Dean Barrow, left, shakes hands with Ambassador Vinai Thummalapally.



PHOTOGRAPHS: (LEFT) U.S. EMBASSY IN BELMOPAN; (OPPOSITE PAGE AND OPENING) JENNIFER BARR



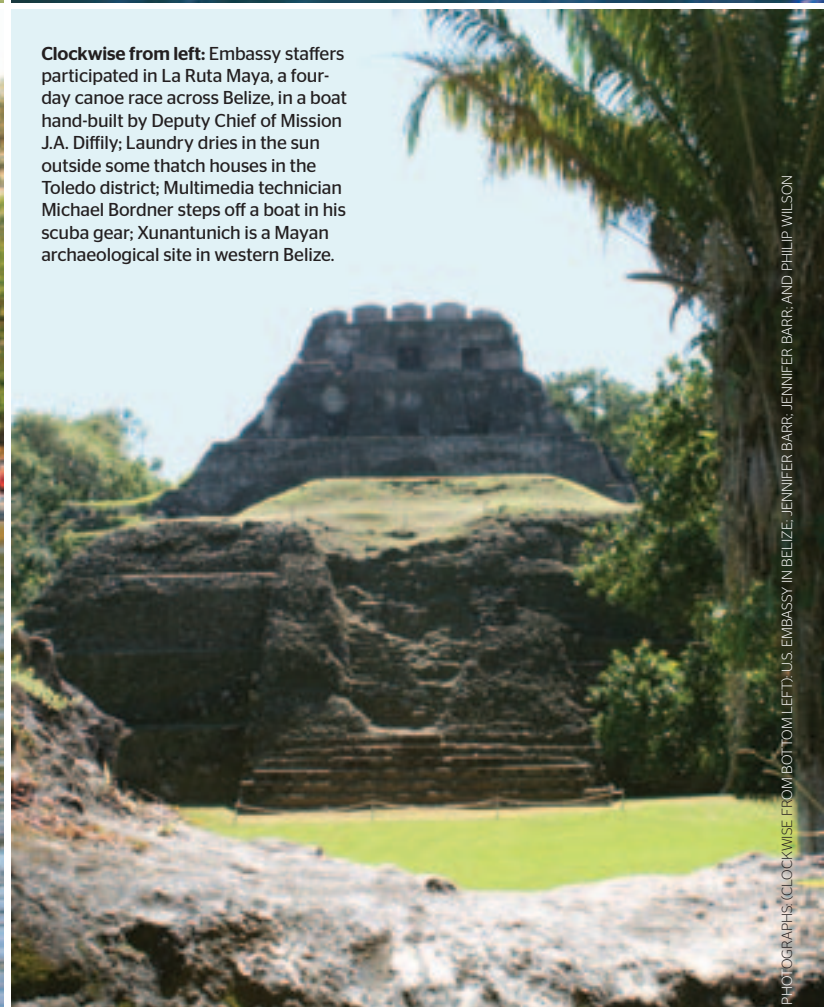


A hammock slung between two palms suggests that South Water Caye is a good place to relax.





**Clockwise from left:** Embassy staffers participated in La Ruta Maya, a four-day canoe race across Belize, in a boat hand-built by Deputy Chief of Mission J.A. Diffily; Laundry dries in the sun outside some thatch houses in the Toledo district; Multimedia technician Michael Bordner steps off a boat in his scuba gear; Xunantunich is a Mayan archaeological site in western Belize.



PHOTOGRAPHS (CLOCKWISE FROM BOTTOM LEFT) U.S. EMBASSY IN BELIZE; JENNIFER BARR; AND PHILIP WILSON



The United States and Belize have had diplomatic relations since 1848 and continue to work together to improve citizen safety, increase economic prosperity, strengthen democratic institutions and protect the environment. The embassy's Military Liaison Office worked extensively with the government of Belize on creating the Belize National Coast Guard, training Belizean officers, donating small boats and constructing the Coast Guard headquarters and a forward operating base on Calabash Caye.

Since Ambassador Vinai Thummalapally's arrival in 2009, the embassy has increased its focus on development. The embassy has provided \$450,000 for programs for at-risk youth, sponsored the Belize Woman of the Year competition, donated musical instruments to local schools and facilitated cultural exchanges, including a visit by the popular Step Afrika! dance troupe. The Peace Corps has been active in Belize since 1962 and has more than 80 volunteers serving in business and organizational development, education, health and youth development.

Crime is a significant problem in Belize. The per-capita murder rate is one of the highest in the world. The police and judiciary lack adequate resources and training, and corruption is a problem. Belize is also a transit point for trafficking in persons, drugs and other contraband. Through the Central

America Regional Security Initiative and other programs, the embassy is working with the government to help reduce crime.

Belize has become a hot spot for American fugitives, providing plenty of work for the embassy's regional security officers. In 2009 and 2010, Belize returned 33 fugitives to the United States. Worldwide, the Bureau of Diplomatic Security returned 323 fugitives during the same period, so Belize accounted for more than 10 percent, ranking second only to Mexico. In 2010, RSO Rob Keltz, Assistant RSO Paul Trachtenberg and local Foreign Service National investigators Baltazar Garcia and Keith Hamilton received the U.S. Marshal Service Investigative Excellence Award for their work returning fugitives. The arrest of three fugitives prominently featured on *America's Most Wanted* captured the attention of host John Walsh, and the show filmed its 999th episode in Belize in February 2010.

While the statistics may make Belize seem dangerous, much of the crime is concentrated in the southern part of Belize City. Belmopan, on the other hand, is very safe. People walk the Ring Road and shop in the central market. Property crime is considerably lower than in Belize City.

Belmopan's small size has some advantages. With little nightlife and few restaurants, the locals and the expat community are very welcoming to newcomers. People

often host parties in their homes. The Hash House Harriers running club is active, as are international women's and men's groups. The daily commute is non-existent; there are no stop lights in town (and fewer than a dozen in all of Belize). A honked horn is more often a note of greeting between friends than unfriendly encouragement to get moving.

Eighteen of the 24 embassy-leased houses, including the chief of mission's residence, are on a housing compound that has a pool, basketball court, tennis court, walking paths and playground. Most of the school-aged children attend the Belize Christian Academy. The older children in junior high and high school are home-schooled.

The embassy community is very close, as evidenced by parties and dinners for Thanksgiving and Christmas, barbecues for new arrivals and kids' events such as Halloween parties, Easter egg hunts and cookies with Santa. The community liaison office has organized trips to archaeological sites and caves, as well as Wii and movie nights on the compound. Through the Fit US Embassy program, the embassy community is getting fit working out in the gym, jogging and playing basketball, dodge ball, flag football and ultimate frisbee. It's not hard to stay busy in Capital Village. ■

*The author is a consular officer at the U.S. Embassy in Belmopan, Belize.*

## At a Glance >>>

## BELIZE



**Capital:** Belmopan

**Government type:** Parliamentary democracy

**Area:** 22,966 sq. km.

**Comparative area:** Slightly larger than Massachusetts

**Population:** 307,900

**Languages:** English (official), Creole, Spanish, Garifuna and Mayans

**GDP—per capita:** \$8,200

**Export commodities:** Cane sugar, citrus and marine products

**Export partners:** United States, United Kingdom and Nigeria

**Import commodities:** Food, consumer goods and machinery

**Import partners:** United States, Mexico and Cuba

**Currency (code):** Belizean dollars (BZD)

**Internet country code:** .bz

Source: Country Background Notes

# Golden Opportunity

## Reunited A-100 class recalls President Kennedy's inspiration

/// By Bob Service

More common for high school classes, the 50th reunion is less common for the classmates of the A-100 program, the Department's training for new Foreign Service officers.

In January, however, members of A-100's 42nd class gathered at DACOR-Bacon House to reminisce about how they, the first diplomats to enter the Foreign Service under President John F. Kennedy, had been stirred by his inaugural injunction to "ask not what your country can do for you; ask what you can do for your country."

Classmate Charley Steedman said he remembers even more vividly Kennedy's urging Americans to "let the word go forth from this time and place that the torch has been passed to a new generation of Americans, born in this century..."

"I felt that we were being included in the national political arena for the first time," Steedman said.

### Ambassador's Influence

Another influence upon the new FSOs was George Kennan, the former U.S. ambassador to the Soviet Union, whose career and writings were mentioned by many attendees at the luncheon as a reason they joined the Foreign Service.

Harmon Kirby even had the opportunity to tell Kennan exactly that when he encountered the senior diplomat many years later during a dinner in Casablanca, Morocco. He said Kennan was pleased to learn that his book *American Diplomacy* had a positive impact on at least one person.

Even more influential for many members of this class was the 1958 novel *The Ugly American*, by Eugene Burdick and William Lederer. The book, which painted a largely unflattering picture of American officials in Southeast Asia in the 1950s, caused some of these new FSOs to feel challenged to disprove that characterization, or at least try.

The 42nd class had just one woman and 29 men. All were white, and almost all had done some military service. By early summer, the woman, Mary Lou Shantz, had married, and that brought cancelation of her assignment to the Philippines and subsequent transfer to the Civil Service. Eventually, she resigned. Serious female officers were expected to remain single in those days, and tandem couples were almost unknown.

Female spouses, on the other hand, were supposed to use their free time to support their husbands' careers.

There was even provision for commenting on the wives' performance in efficiency reports. Spousal liberation, formally, if not always in fact, did not come to the Department until the end of the 1960s.

Another change that did not come to the FSO community until later was the Department's flexibility on marrying foreigners. One classmate, David Hughes, married a foreign citizen without completing the lengthy permission-requesting process. This meant his days in the Foreign Service were numbered.

However, he went on to a series of Department of Commerce postings with the Foreign Commercial Service.

### Greater Openness

Also different in those days was that gays and lesbians had to keep their status concealed. One member of the 42nd class wrote the reunion a note addressing this. He said he was still unmarried "and at this point almost certain to remain so."



The 35th President, John Fitzgerald Kennedy, served from 1961 until his death in November 1963.





**Above:** The official photo of the 42nd A-100 class includes the only female member, Mary Lou Shantz, seated at far left, and program assistant Anita McGillian, seated at far right.  
**Left:** Members at the class's 50th anniversary gathering.

But he added that he was “much heartened by the fact that the kind of marriage I would have wished to make is now possible in an increasing number of U.S. jurisdictions.”

As always, Foreign Service marriages faced challenges. Classmate Eb Dane said he had been pleased to be in Africa as a vice-consul, but had “really gotten distracted from reminding Cynthia (his wife) that I loved her; so she fell in love with an officer in the Guinean Foreign Office. At the end of my tour in May 1965 I came home alone.”

Another classmate, R.G. Brown, had a career that spanned four wives and a second entry into the Foreign Service in 1990, this time as a junior officer of the U.S. Information Agency.

Of the 30 members of the 42nd class who entered the Foreign Service in January 1961, 27 are still alive. The departed include Joe Fandino, who died while serving in Vietnam, Paul Clappin and Guy Gwynne, an Arkansan.

When the Department learned the Senate Foreign Relations Committee, then headed by Senator J. William Fulbright of Arkansas, wanted some entering officers to come up to the Hill so that it could assess their caliber, Gwynne was an obvious choice.

## FSO Forbears

As now, FSOs sometimes came from FSO families. My father and that of classmate Steve Johnson had both been in the same A-100 class, back in 1935. More than half of the 42nd class had full Foreign Service careers, retiring after 30 years. Three classmates became ambassadors, two became deputy assistant secretaries and several were deputy chiefs of mission.

The 42nd class holds a reunion every 10 years but, as a concession to the actuarial tables, is considering a switch to five-year intervals. ■

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*A member of the 42nd class of the A-100 program, the author works as a rightsizing analyst in the Office of Policy, Rightsizing and Innovation.*



# Holding Steady

Civil Service promotions  
keep pace with past levels

*/// By Jason Greer*

Since fiscal year 2006, nearly 18 percent of the Department's Civil Service employees have received a promotion annually, and fiscal year 2010 was no exception. Of Civil Service employees on board at the beginning of that year, 1,661 (17.2 percent) earned a one- to two-grade-level promotion.

An additional 25 Civil Service employees transferred into the Department from other agencies were promoted because they had accepted higher-graded positions. This brought the Department's total of Civil Service promotions to 1,686.

Approximately one-third of FY 2010 Civil Service promotions involved employees moving from the basic level, up to GS-10, to mid-level positions, G-11

through GS-15. The greatest number of promotions, 554, involved employees moving from GS-9 to GS-11, followed by the 307 promotions from GS-12 to GS-13.

There were also 53 appointments to the Senior Executive Service. Not all would be considered promotions; a noncompetitive appointment of someone from the private sector may not always mean a pay increase.

## Three Categories

Civil Service promotions generally fall into three categories: competitive, noncompetitive and other. In FY 2010, nearly 30 percent were competitive, meaning the employee applied through the merit promotion process for a position of a higher grade. Most of these were promotions to the GS-12, -13 and -14 levels.



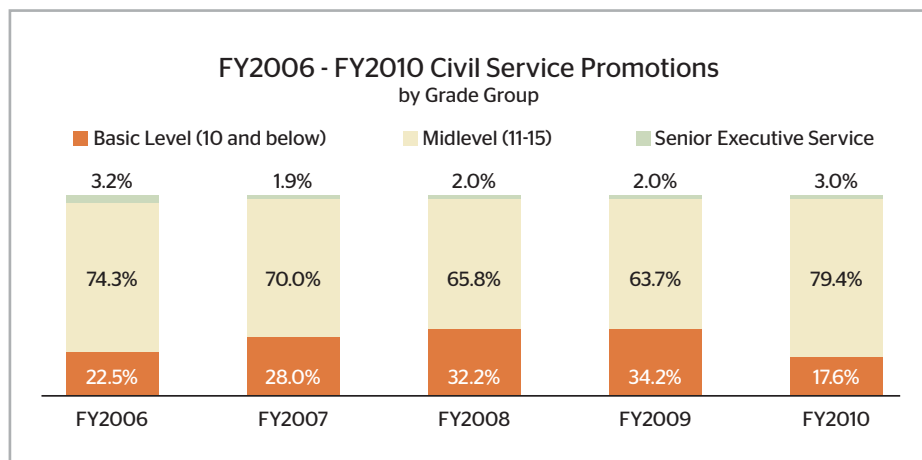
About 68 percent of the promotions were noncompetitive and involved an employee who was selected at an earlier stage under competitive procedures. This includes persons in career ladder positions and those in special training and developmental programs such as the Presidential Management Fellowship Program. The bulk of noncompetitive promotions occur at entry-level grades.

Lastly, a small portion of promotions fell into an “other” category, such as temporary promotions, promotions for specialized skills and promotions resulting from position upgrades. Since FY 2006, on average these promotions have comprised less than 10 percent of total promotions.

More than half of FY 2010 promotions were in the passport/visa examining, foreign affairs and management analysis occupations. At the end of FY 2009 about one-third of the Department’s Civil Service employees worked in one of these occupations and each is a mission-critical occupation, or MCO.

## Mission Critical

All Foreign Service occupations are mission critical, but Civil Service MCOs differ by agency. The Office of Personnel Management designates crosscutting government-wide occupations as MCOs, including contracting, accounting, finance, information technology, science, legal, engineering, management/program analysis



2010, it might seem that working in this series is one’s best chance for promotion. However, working in any particular occupation does not necessarily increase one’s chances of being promoted. That’s because Civil Service promotions are linked to the availability of positions. Belonging to a certain series might slightly increase one’s promotion potential if there are higher-grade vacancies in that series, but the most important factors in promotion in the Civil Service are the type of position held and the number of vacant positions at a higher grade in the series.

If the employee is in a ladder position that has a starting and end grade, the

as the applicant has met the one-year time-in-grade requirement of most Civil Service vacancy announcements.

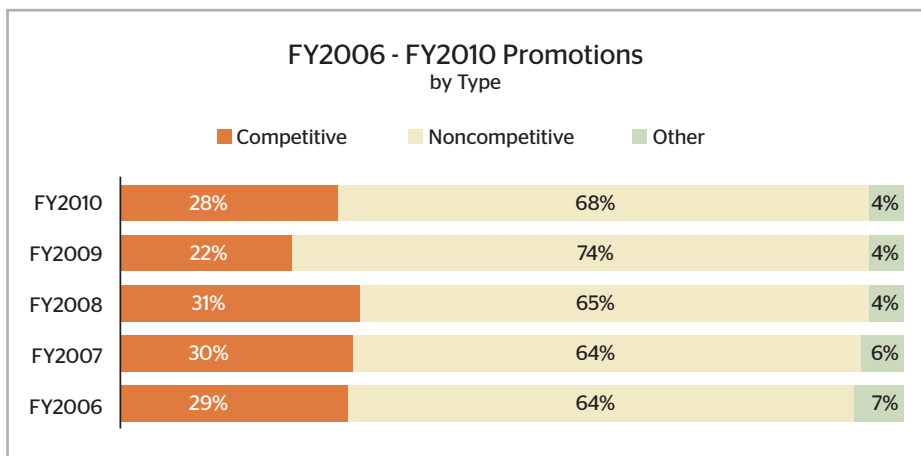
## Future Prospects

An employee, of course, can only apply for positions that exist. The Diplomacy 3.0 hiring initiative seeks to increase the Department’s Civil Service workforce by 13 percent by 2014, and this has led to the creation of additional Civil Service positions. Additionally, when employees leave through attrition (retirements, terminations and other means of separation), they create vacancies and opportunities for promotion.

Most of the Department’s Civil Service positions and promotions are at the GS-11 through GS-15 levels, which is also where most attrition occurs. For every 100 Civil Service employees the Department lost through attrition in FY 2010, 60 were midlevel employees. As the economy recovers and more baby boomers retire, opportunities for advancement are likely to increase at the mid and senior levels.

FY 2010 promotions did not vary considerably from the previous five years. Even with the expected job growth of Diplomacy 3.0, and with more Civil Service employees becoming eligible for retirement, the budget will affect the rate at which the Department grows in the future. With budget uncertainties for FY 2011 and rigorous negotiations expected for the FY 2012 budget, it is difficult to make predictions.

However, assuming the Department gains adequate resources to fully meet its mandate, the demand for talented and adept Civil Service employees will remain—as will opportunities for their career development and promotion. ■



and program/project management. The Department then adds other occupations to its list of MCOs based on critical staffing gaps, projected attrition and operations unique to the Department such as passport/visa examining. Employees in an MCO may receive special retention incentives such as the Department’s Student Loan Repayment Program. Approximately 80 percent of the Department’s FY 2010 Civil Service promotions were among employees in MCOs.

With more than one in three passport/visa examiners earning a promotion in FY

employee can be noncompetitively promoted to the next grade based on satisfactory performance. In the case of passport/visa examiners, for example, more than 85 percent of FY 2010 promotions were noncompetitive ladder promotions where the employee had been hired at an entry-level grade.

If the employee is not in a ladder position, other options for promotion would be to request a desk audit for a position upgrade or to apply for a different position at the next higher grade, as long

*The author is a management analyst in the Bureau of Human Resources.*



**Office of the Month**

# Nuclear Risk Reduction

Center promotes clarity that weapons  
treaties require /// *By Jamie Mannina*







## Office of the Month

When the New Strategic Arms Reduction Treaty, otherwise known as New START, entered into force in February, the Department's Nuclear Risk Reduction Center in Washington, D.C., and its counterpart at the Russian Ministry of Defense in Moscow assumed responsibility for transmitting the treaty's required notifications. This month, both sides will begin exchanging data on their strategic weapons and facilities and resume the onsite inspections that allow each side to follow the maxim "trust, but verify."

The new treaty, the most significant arms control

agreement in nearly two decades, promotes strategic stability between the United States and Russia, reducing the limits on nuclear weapons and launchers that the United States and Russia deploy while fully maintaining America's nuclear deterrent. The treaty's verification regime uses extensive data exchanges and timely notifications, and includes onsite inspections, exhibitions and restrictions on where treaty-limited items may be located, plus additional transparency measures. The messages exchanged between the Russian and American NRRCs provide real-time transparency

regarding the numbers and locations of deployed and non-deployed intercontinental ballistic missiles, submarine-launched ballistic missiles and heavy bombers able to carry nuclear weapons.

### Testing Notification

The treaty requires both sides to notify each other before testing long-range ballistic missiles. When the U.S. Air Force plans a test launch of a Minuteman III intercontinental ballistic missile, for example, it must notify Russia in advance. The notification process begins when the Air Force sends a message about the launch to

the Department of Defense's Arms Control Enterprise System. The message is then routed through a series of steps to ensure that it is accurate and that the U.S. government's arms control offices are aware of what is to be transmitted. Then, at the NRRC in Washington, the information is verified again to make sure it meets the treaty requirements and transmitted to the Russian government.

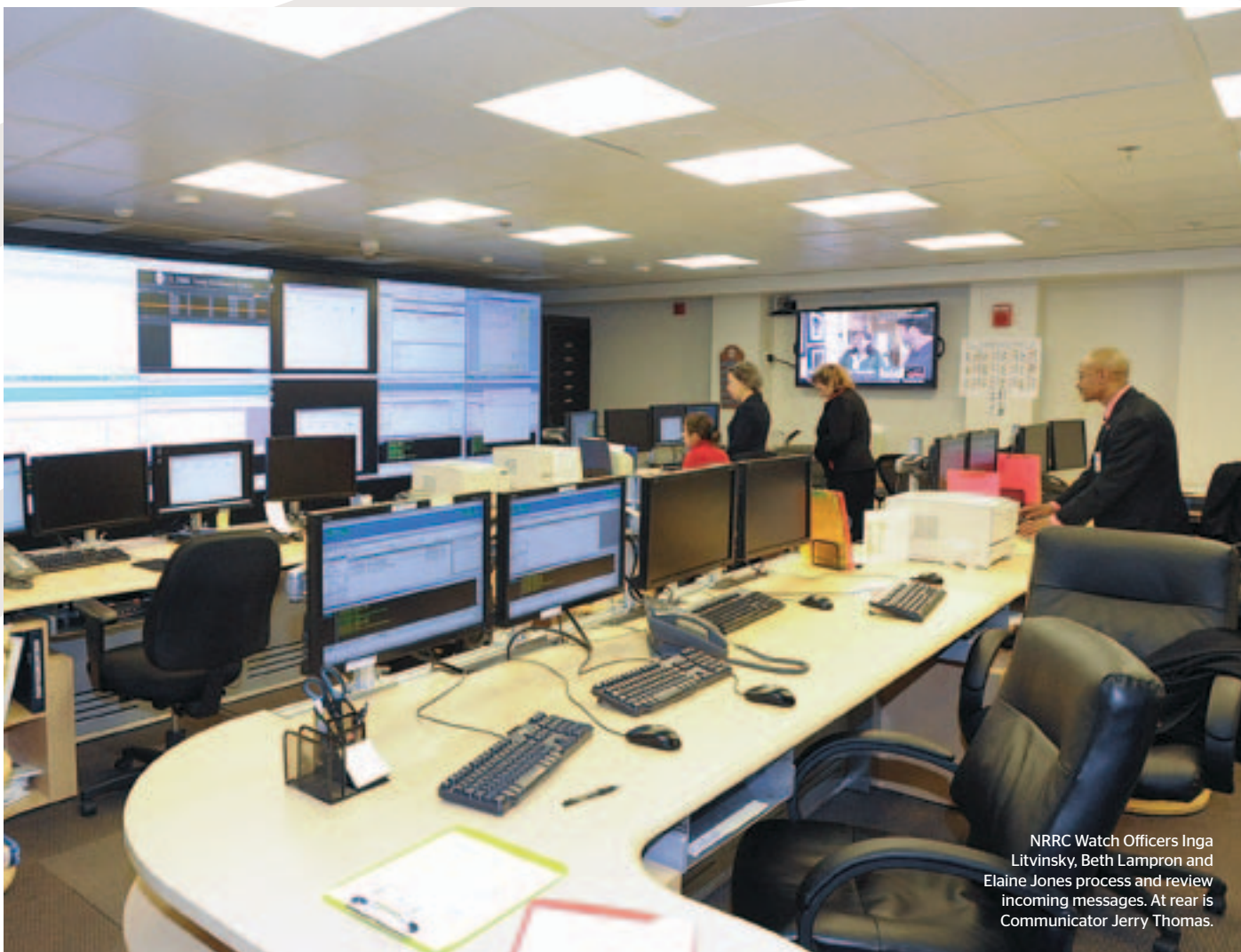
All of these steps must happen quickly, sometimes in under an hour. The process works much the same way when the Russian government notifies the United States about its activities. But in that case

NRRC Staff Director Ned Williams relaxes in his office.



PHOTOGRAPHS: MARC STEWART





NRRC Watch Officers Inga Litvinsky, Beth Lampron and Elaine Jones process and review incoming messages. At rear is Communicator Jerry Thomas.

the NRRC must translate the message from Russian into English before disseminating it to various U.S. government offices. These include the North American Aerospace Defense Command, National Military Command Center, State Department, National Security Council and others.

### Created at Summit

The idea for the NRRC originated at the 1985 Geneva Summit when President Ronald Reagan and Soviet General Secretary Mikhail Gorbachev agreed to have their experts explore establishing centers to reduce the risk of nuclear war. Those talks led to the NRRC's creation in 1987. Separate from the more famous Hot Line reserved for the Russian and American presidents, the

NRRCs are special diplomatic communication links intended to provide reliable, rapid and secure transmission of notifications and government-to-government communications.

The U.S. and Russian NRRCs became operational in April 1988, and exchanged notifications associated with the Intermediate-Range Nuclear Forces Treaty, which took effect that June. As the United States has entered into additional arms control agreements, its NRRC has assumed additional responsibilities for the agreements' exchanges of data. Today, it supports 16 treaty and agreement notification regimes, including the 1999 Vienna Document on Confidence- and Security-Building Measures, the Open Skies Treaty and the

Treaty on Conventional Forces in Europe. The Department's NRRC is also the transmission point for notifications to the Immediate Central Contact for the implementation of the Hague Code of Conduct against Ballistic Missile Proliferation.

Operating 24 hours a day, the NRRC in Washington is staffed by 26 employees, plus six communications staff members provided by the Bureau of Information Resource Management. The staff is drawn from the Civil Service, Foreign Service and U.S. military and have been qualified in one or more of the treaty's five languages other than English: Russian, French, Spanish, German and Italian. The staff expeditiously handles thousands of messages per year,

ranging from relatively routine to extremely high priority.

Foreign Service officer Beth Herbolich, an NRRC watch officer, said the NRRC in Washington is a unique work experience because she's part of implementing important arms control treaties, and the office itself is a "unique operations environment with a collegial mixture of Foreign Service and Civil Service personnel contributing to a very effective team."

### Mission Broadens

The NRRC was the first direct communications link established with the Soviet Union since the 1963 launch of the Hot Line. By increasing transparency through exchange of bilateral notifications regarding strategic matters,



Watch Officer Beth Lampron and NRRC Staff Director Ned Williams discuss an incoming message for dissemination.

especially test launches of ballistic missiles, the NRRC reduced the risk that misunderstandings regarding strategic weapons could escalate into a nuclear confrontation. The center's mission has since evolved to encompass notifications associated not just with nuclear weapons but also with conventional and chemical weapons.

The NRRC in Washington is extensively modernizing its information technology procedures and hardware to allow it to more effectively process and transmit communications rapidly and accurately to an increasing number of partners and ensure its preparedness to operate in a hostile cyber security environment.

"This modernization will help us leverage NRRC versatility to meet 21st-century communication opportunities

and to meet evolving security challenges," said Rose Gottemoeller, assistant secretary for Arms Control, Verification and Compliance and chief negotiator for the New START Treaty. "Knowing we have this sort of facility with this kind of capacity molds and facilitates effective arms control negotiation."

Jonathan Winward, a Civil Service staff member and the NRRC's bilateral staff officer, said, "Implementing the New START Treaty while we're modernizing the computer and communication systems is very challenging, but it's rewarding to be a part of such an historic event."

Under an agreement between the departments of State and Defense, the NRRC's deputy staff director is always an active-duty colonel in the U.S. military. The current

deputy staff director, Samuel McNiel, said, "As a junior officer, I was on alert in ICBM launch control centers ready to execute a launch order in just a few seconds. Now, I get to help make sure that order is never given because of a miscalculation or misinterpretation of a test launch."

NRRC staff officers advise the Department's policy and operational offices on issues affecting arms control communications and notification-processing functions. The center maintains a central role in coordinating with the interagency and international partners that generate or act upon the arms control notifications exchanged via the NRRC.

The NRRC has a crucial role in implementing U.S. arms control commitments and is a reliable conduit for

exchanging notifications with foreign governments and international organizations under an increasing list of international agreements. Through such exchanges, the center plays a critical role in maintaining mutual security between the United States and its treaty partners.

By adapting its procedures and structure to an expanding role, the NRRC has become a model for implementing 21st-century arms control. Staff Director Ned Williams summed up the center's mission by saying, "The NRRC stands ready for new missions as the United States is committed to providing global leadership for new and ever more effective arms control." ■

*The author is a special assistant in the Bureau of Arms Control, Verification and Compliance.*



## FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov/>. This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings, from live classroom training to distance learning.
- Online Registration System: Submit your training application for classroom, distance learning and even External Training, using the Online Registration link found on virtually every course description or the External Training Web page.
- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot view of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing, and myriad helpful reference materials.

## Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your student transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.
- Requesting changes or canceling an External Training registration.
- Creating and submitting your Individual Development Plan/Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>.

## LPT230–Fundamentals of Supervision

Find out how FSI's Fundamentals of Supervision (PT230) is changing leadership development in the Department! A five-day course aimed at first-time supervisors below the FS-03/GS13 levels, Fundamentals covers a supervisor's role in the performance management cycle from setting goals to giving feedback, from recognizing success to addressing conduct and performance issues. Details to come.

## PT230–Fundamentals of Supervision

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## PA459–Protecting Personally Identifiable Information

This mandatory course is available online in the FSI Learn Center for Department of State Foreign Service and Civil Service employees, as well as those Foreign Service Nationals who handle PII data, at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA459&filterlocation=>

## PA449–ePerformance for Civil Service

ePerformance for Civil Service automates the creation and approval of the Performance Plan and Appraisal via the Manager and Employee self-service components of the Global Employment Management System. Managing the process online provides employees the opportunity to plan, review and approve performance appraisals. Civil Service employees can apply online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA449&filterlocation=>

## Security

|       |                                  | May  | June    | Length |
|-------|----------------------------------|------|---------|--------|
| MQ911 | Security Overseas Seminar        | 2,16 | 6,20,27 | 2D     |
| MQ914 | Security Overseas Seminar, Youth |      | 21,28   | 1D     |

## Foreign Service Life Skills

|       |   | May  | June  | Length |
|-------|---|------|-------|--------|
| MQ104 | Regulations, Allowances & Finances in Foreign Service Context | 16   |       | 2D     |
| MQ115 | Explaining America  |      | 7     | 1D     |
| MQ116 | Protocol and the U.S. Representation Abroad                   | 14   | 11    | 1D     |
| MQ118 | Special Education Needs Overseas Seminar                      | 11   |       | 1D     |
| MQ119 | Orientation to State Overseas                                 | 18   |       | 8H     |
| MQ200 | Going Overseas for Singles and Couples without Children       | 21   |       | 4H     |
| MQ210 | Going Overseas for Families                                   | 21   |       | 3H     |
| MQ220 | Going Overseas – Logistics for Adults                         | 21   |       | 2.5H   |
| MQ230 | Going Overseas – Logistics for Children                       | 21   |       | 2.5H   |
| MQ250 | Young Diplomats Day   |      | 20,27 | 1D     |
| MQ704 | Targeting the Job Market                                      | 5    |       | 1D     |
| MQ802 | Communicating Across Cultures                                 |      | 4     | 1D     |
| MQ803 | Realities of Foreign Service Life                             | 19   |       | 1D     |
| MQ940 | Pre-Deployment Preparation for High Stress Assignments        | 4    | 1     | 3H     |
| MQ950 | High Stress Assignment Outbriefing Program                    | 6,20 | 10,24 | 4H     |

## Career Transition Center

|       |                                | May | June | Length |
|-------|--------------------------------|-----|------|--------|
| RV105 | Mid-Career Retirement Planning | 4   | 14   | 2D     |

H=Hours D=Days W=Weeks

## Upcoming Classes

# Little Big Hobby

FSO recreates Waterloo with miniature soldiers

*By Douglas E. Morris*

We all have hobbies, but rarely does our pastime become part of a museum exhibit, as was the case with David Kay's chosen diversion. A management officer at the U.S. Mission to the North Atlantic Treaty Organization in Brussels, Kay recently used his miniature soldiers in a diorama he set up at the Wellington Museum in Waterloo, Belgium, that depicts the final minutes of the battle of Waterloo.

Kay has been an avid military modeler since his senior year in college, when

he started collecting Revolutionary War miniatures. He intended to become a history professor and use the miniatures as classroom illustrations. Instead, he served in the U.S. Army for 20 years and then joined the Foreign Service.

Along the way, his hobby never lost its allure. Even after having children, he found a way to combine his pastime with quality family time.

"I would paint my miniatures mostly in the evenings in our living area, all while interacting with my family," he said. "By doing this, I kept my wife happy and was able to complete around 50 figures per month."

Over the years, Kay has collected thousands of soldiers and applied his extensive historical knowledge to decorate

them with detailed hand-painting. Many of his miniatures are kept in storage in the United States, but some travel with him to each assignment. He had brought along 7,000 of his Napoleonic-era military figures to Brussels.

"What better place than Belgium," he reasoned, "where the famous battle of Waterloo occurred back in 1815, to work on this part of my collection."

## Lucky Encounter

Shortly after his arrival in Brussels, Kay visited the Wellington Museum, the official repository of information, artifacts and memorabilia relating to the battle of Waterloo and probably the premier museum of its kind in the world. He went to gather information

At the display, David Kay sports a British infantryman's hat from the Napoleonic era.



PHOTOGRAPHS: IRENE KAY





for his collection but also had a chance meeting with the museum's director, Colette LaMarche. LaMarche asked if he would set up a diorama using his Napoleonic-era figurines. As a result, his miniatures were an integral part of a special program called Waterloo—the Big and Small Story that ran for four months until January and received rave reviews.

"Mr. Kay's display was quite impressive," LaMarche said. "It definitely helped allow the battle and its important moment in European history to come alive for the public."

The scale-model display illustrated the battle from 5:30 to 6:30 p.m. on June 18, 1815. That was the deciding hour for the Duke of Wellington's allied line, just at the end of the last massive but futile French cavalry charges. The battle lay in the balance at that point, and Napoleon still had a chance to break through the Prussians and win the day. The display captured that tension and anticipation.

To see the museum's diorama, check out Kay's interview on Brussels television at <http://bit.ly/davidkaywaterloo>.

Kay's hobby focuses on the Napoleonic era and the American Civil War. He has walked the terrain of many major battlefields and added to his knowledge with visits to relevant museums. In that light, he said Mark Adkin's books on the battles of Waterloo and Gettysburg were also valuable, as was such historical fiction such as Bernard Cornwell's *Sharpe's Waterloo* and Michael Shaara's *Killer Angels*.



**Clockwise from above:** Kay prepares the display using plaster roof sections painted with a brown base coat; Chateau d'Hougoumont is created using custom-cast building pieces; Seen from the sidewalk, the museum is in the old inn whose rooms are each dedicated to one of the nations involved in the battle of Waterloo; On opening night, visitors admire the display's hidden farm animals, which reflect how the battle was fought on several working farms.



Kay's miniatures have also been used in classrooms and small private showings around the world. His specialty is offering a three-dimensional birds-eye view of specific battles, allowing the viewer to walk through an engagement step-by-step. The figures are displayed on boards he prepares that accurately reflect the terrain and include forests, fields and buildings.

## Next: Civil War

With the exhibit ended, Kay said he'll now focus on expanding his set of American Civil War miniatures so that he can put together large-scale, battle-by-battle recreations of the war's top 25 engagements. He said he'll make a proposal to the National Park Service and the National Archives to have those dioramas become part of official battlefield guides, helping enhance the public's understanding of each engagement.

He has begun the first re-creation, involving the collection and painting of 16,000 25-millimeter miniatures illustrating the first day of the battle of Gettysburg.

"Two divisions, one Union and one Confederate, are already completed," he said. "Only two more to go." ■




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*The author has written nine books and is editor of the U.S. Tri-Missions newsletter in Brussels.*





# Happy Ending

**CPR: The breath and touch of life** /// By Dr. Ayan H. Ahmed Noor

On a November evening in 2010, Absalom Tsela, local guard coordinator at the U.S. Embassy in Mbabane, Swaziland, was at home with his wife when their nine-month-old baby rolled off the bed and was knocked unconscious.

The baby had stopped breathing, so Tsela took out the cardiopulmonary resuscitation instructional card he received during embassy training and began administering assisted breathing. His wife called the emergency services number, and he continued cardiopulmonary resuscitation as he carried his daughter to meet the ambulance. The emergency medical technicians administered oxygen to no avail, and Tsela continued CPR until the ambulance arrived at the emergency room—where the baby was revived after about 15 minutes. She was released later that evening and has since fully recovered.

From his first response to their arrival at the hospital, Tsela performed CPR for nearly 30 minutes. Had he not been trained in CPR, the baby probably would have had little chance of survival. Tsela credits his CPR knowledge to a 2009 first-aid/CPR course taught by U.S. Embassy in Maputo Medical Officer Ty Flewelling.

In 2010, the American Heart Association released new recommendations for performing CPR, and the resulting publicity increased demand for training. The AHA estimates that nearly 300,000 Americans have heart attacks outside of hospitals annually, and only about 24,000, or 8 percent of them, survive. Having a bystander perform CPR can double or triple the odds of surviving.

The first documented use of mouth-to-mouth resuscitation is in the Bible, where Elisha performs it on a child. The first official recommendation of mouth-to-mouth resuscitation was in 1740, when the Paris Academy of Sciences counseled it for use with drowning victims.

It was not until 1891, however, that German surgeon Dr. Friedrich Maass described the first use of chest compressions to create an arterial pulse. From 1891 to 1960, the technique was

further perfected, and evidence grew of its effectiveness to resuscitate people who had suffered cardiac arrest. The turning point came in 1960 when doctors at Johns Hopkins University School of Medicine resuscitated 14 out of 20 cardiac arrest patients by applying closed-chest cardiac massage. In 1962, cardiac defibrillation equipment arrived. By the mid-1960s, the AHA developed a training program for physicians to teach CPR, and the program is now the standard for use with victims of cardiac arrest worldwide.

In 2010, AHA released the latest—and simpler—CPR standards. Since most adult cardiac arrests are due to an abnormal heart rhythm, the AHA recommends immediate activation of the emergency response system followed by starting chest compressions for any unresponsive adult victim who is not breathing. High-quality chest compressions should be done before any rescue breaths are given. The pattern for resuscitating is “C-A-B;” that is, first focus on circulation via chest compressions, then on opening the airway and lastly on mouth-to-mouth breathing. The AHA supports chest-compression-type CPR only for use by

bystanders who are untrained or uncomfortable with mouth-to-mouth ventilation or breaths.

For children, the AHA recommendations are not as clear-cut. The primary cause of pediatric cardiac arrest is asphyxia,



**Above and right:** Hands-on CPR Training in Mbabane made a difference.

so providing adequate ventilation or breaths along with the chest compressions is crucial. The AHA supports using the C-A-B method except for those in the first 28 days of life. There, providing breaths first is vital to resuscitation, so the recommendation is A-B-C, or airway, breathing and then compression.

Each year, the science of cardiac resuscitation grows, but a constant of the past 50 years of CPR has been the importance of having a person who is trained to respond properly when the crisis occurs. Having a trained family member, co-worker, teacher or bystander who knows what to do makes all the difference. ■

*The author is a regional medical officer.*



**David S. Arroyo**, a retired Foreign Service officer, died Jan. 28 in Gainesville, Fla. After a career as a police officer, he worked in the Department for 19 years. His postings included Venezuela, Bolivia, Colombia and Ecuador. After retiring in 1983, he volunteered as a teacher of English to foreign nationals.



**Linda Lee Campbell**, wife of retired Foreign Service management officer William Campbell, died Feb. 12 at their home in Vienna, Va., after a long battle with brain cancer. She accompanied her husband on postings to Stuttgart, Riyadh, Hong Kong, Medan, Reykjavik, Toronto, Kathmandu and Addis Ababa. She was a community liaison office coordinator, elementary and junior high school teacher, founder of an overseas preschool and tutor for the learning disabled. She enjoyed cooking—always from scratch.



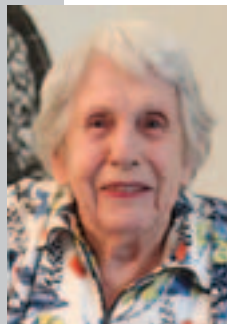
**James W. "Jim" Baker**, 84, a retired Foreign Service officer with the U.S. Information Agency, died Feb. 7. He lived in Williamsburg, Va. He served in the Marine Corps during World War II, was a newspaper reporter and editor, and joined USIA in 1963 as a magazine editor. His postings included India, Turkey, Pakistan, the Philippines and Tunisia. After retiring in 1983, he was a feature writer for the *Virginia Gazette*. He performed magic shows around the world, wrote 13 magic books for children and traveled to 49 states and 86 foreign countries.



**Robert L. Dance**, 68, a retired Foreign Service officer, died Jan. 2 of systemic scleroderma and pancreatic cancer. He lived in Springfield, Va. After a career in the Army, including service in Vietnam, he joined the Foreign Service in 1986. His public diplomacy postings included Port of Spain, Caracas, San Salvador, Bogota, Lilongwe and Mbabane, Swaziland. He retired in 2007. He was a music aficionado who amassed 6,000 music CDs and worked as a radio disc jockey in the United States and abroad. He was also a wine connoisseur and collected arts and crafts from around the world.



**Martha Allene Painter Caldwell**, 94, widow of Foreign Service officer Robert W. Caldwell, died Feb. 15 in Alexandria, Va. She joined the Department in 1944 and met her husband at her first posting, in Cairo. She had to resign after they moved to Athens and married. She accompanied him on postings to Dublin, Copenhagen, Karachi, Madras, Addis Ababa and Ankara. In addition to doing extensive charity work, she executed stone rubbings of ancient designs in Pakistan, India and Ethiopia and donated her collection to the University of South Carolina.



**Aliazon Smith Frisbie**, widow of Foreign Service mineral attaché Bryan R. Frisbie, died Feb. 23 in Irvington, Va. They lived in mining camps in the United States, Canada and Namibia before he joined the Foreign Service. She accompanied him on postings to Pretoria, Johannesburg, Lima, La Paz and New Delhi. They retired in 1969 to Kilmarnock, Va., where they lived until Bryan's death in 1994.





**Richard R. "Dick" Hart**, 79, a retired Foreign Service officer, died Dec. 19 in Florence, S.C. He served in the Air Force in Korea and joined the Department in 1956. His postings included Yokohama, Taiwan, Kathmandu, Hong Kong, Bangkok and Beijing. After retiring in 1984, he and his wife moved to Sarasota, Fla. He served as a translator and guide for Chinese visitors on U.S. exchange programs and was a volunteer in the

areas of continuing learning for seniors and helping the less fortunate.

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**Franklin Deforest "Frank" Hyde**, 87, a retired Foreign Service officer, died Feb. 26 in Lee's Summit, Mo., after a brief illness. He served in the Army during World War II and joined the Foreign Service in 1948. His postings included Ankara, Tel Aviv, Havana, Addis Ababa, Tokyo, Brazzaville, Bangui, San Jose and Pretoria. After retiring in 1974, he and his wife moved to Lebanon, Mo., where he was active in

Kiwanis and the Sinim Lodge.

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**Paul A. Modic**, 86, a retired Foreign Service officer, died Feb. 12 from complications of Parkinson's disease in Berlin, Md. He served with the Navy during World War II and joined the U.S. Information Agency in 1951. His postings included Burma, Hong Kong, Lebanon, Germany and Japan. He was director of programs for the Voice of America. After retirement, he served on the Foreign Service Grievance Board and volunteered in the Office of Presidential

Correspondence. He was a member of the D.C. chapter of the Barbershop Harmony Society.



**Richard H. Morefield**, 81, a retired Foreign Service officer, died Oct. 11 from complications of pneumonia in Raleigh, N.C. He served in the Army in Japan and joined the Department in 1956. He endured 444 days as a hostage in Tehran, where he was consul general. Other postings included Mexico City, Guadalajara, Bogota, Montevideo, Oslo and Barranquilla, Colombia. After retiring in 1989, he worked as a rehired annuitant declassifying Department

records. He moved to North Carolina in 2008.

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**Allen B. Moreland**, 99, a retired Foreign Service officer, died Feb. 5 in Ponte Vedra, Fla. He served in the Naval Reserve during World War II and then in the State Department Congressional Liaison Office. As an FSO, he was political advisor to the Commander in Chief of U.S. Army Forces in Europe and also served in Stuttgart and Toronto. After retiring in 1971, he was executive director of the American Foreign

Service Association and DACOR.

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**Persia "Dolores" Perruso**, 94, a retired Civil Service secretary, died June 7 at her home in Washington, D.C. During her Department career, 1948-1977, she was secretary to Under Secretary Philip Habib and Under Secretary Joseph Sisco, among others. She was social secretary to Under Secretary Averill Harriman. Her travel assignments took her to England, Yugoslavia, Switzerland and Italy. She was devoted to her church and enjoyed Italian cooking,

piano playing and the music of Perry Como.



**Walter Gaines Ramsay**, 79, a retired Foreign Service officer, died Aug. 26 of lung cancer at his home in Deep Creek Lake, Md. He served in the Army during the Korean War before joining the Department. His served a tour in Kabul and several in Iran, concluding with Tabriz. He was an avid reader, gifted writer and gripping storyteller. He enjoyed traveling with his wife and son.



**Elaine Earhart Salmon**, 69, wife of retired Foreign Service officer John W. "Jay" Salmon, died Jan. 31 in Charlottesville, Va., from complications of Hodgkin's lymphoma. She retired from the Department as a librarian in 1998, and previously served as a community liaison officer in Brussels. She accompanied her husband on assignments to Kinshasa, Vienna, Moscow, Brussels and Athens. After retirement, they moved to Wintergreen,

Va., where she was active in nature study, volunteered with the Wintergreen Nature Foundation and enjoyed her family and friends.



**Victor H. Skiles**, 93, a retired official of the Department and U.S. Agency for International Development, died Jan. 20. He lived in Falls Church, Va. He served in the Navy during World War II, worked on refugee assistance in Berlin and joined the Department in Greece in 1948. His USAID assignments included Israel, Kenya, Ceylon (Sri Lanka), Afghanistan and United Nations food organizations in Rome. He retired in 1978. He was an avid golfer and

gardener who cultivated many flower varieties.



**John V. Taladay**, 75, auditor in the Office of Inspector General's Office of Audits, died Jan. 30. He lived in Rockville, Md. A certified public accountant and 15-year Department employee, he worked in the Office of Audits from 1996 to 2004, moved to the Department of Veterans Affairs for the two years, then returned to the Office of Audits. He traveled to many countries; was an avid reader; enjoyed football, family and friends; and was active in his church.



**George P. Varros**, 83, a retired Foreign Service officer, died Jan. 15 of bladder cancer. He served in the Army and joined the Department in 1951. His postings included Hong Kong, Cambodia, Colombia, France, Mexico, Taiwan, Brazil and Canada. He retired in 1984 to South Yarmouth, Mass., but was called back to serve temporarily in Greece, Cameroon, Switzerland, The Bahamas and Hungary.

## In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114.



# Retirements

## Foreign Service

|                         |                      |
|-------------------------|----------------------|
| Blair Jr., Jack A.      | Haskins, Dana A.     |
| Boneski, Raymond A.     | Helmick, Jerry Duane |
| Capriglione, Pasquale   | Hering, Barbara A.   |
| Criss, Ola B.           | Koss, Andrew C.      |
| Dunkel, William Raymond | Levin, Barry Jay     |
| Dye, Christopher D.     | O'Reagan, Julie Anne |
| Dyer, Robert Leo        | Patrick, Gregory C.  |
| Dykema, Samuel D.       | Scott, Charles K.    |
| Fane, Daria M.          | Selva, Elizabeth A.  |
| Goldberg, Robert        | Sutton, Judy Ann     |

## Civil Service

|                             |                        |
|-----------------------------|------------------------|
| Astrande, Renato B.         | McMahon, Thomas J.     |
| Baines, Timothy J.          | Parker Jr., Richard    |
| Belcher, William R.         | Rivera, Beth Ann       |
| Brent, Tonie G.             | Sanders, Maetossie     |
| Brown, Gladys J.            | Seawright, Cecelia P.  |
| Brown, Marshall L.          | Shea, Susan Elizabeth  |
| Buck, Mai Xuan              | Sheils, Peter M.       |
| Castillo, Carlos Sosteno    | Stephens, Marie Morris |
| Cunningham, Eugene          | Stewart, Rudolph E.    |
| DeVaughn, Thelma T.         | Thomas, Jennette       |
| Duncan, Jean Ann            | Thomas, Judith         |
| Durant-Hairston, Barbara S. | Tyler, Jean L.         |
| Ferguson Jr., Kenneth P.    | Walker, Sheila Schere  |
| Gannon, John Edward         | Wang, Susana C.        |
| Hampton, Ronald E.          | Warren, Terence        |
| Hensley III, Robert K.      | Webster, Susan A.      |
| Jackson, Jonell             | White, Cynthia K.      |
| Johnson, Michael T.         | Wixon, Sandra M.       |
| Kaulait, Martha H.          | Zuraski, Phyllis L.    |
| McSwiggin Jr., Frederick J. |                        |

## Coming In Our May Issue:



FLO Helps  
Evacuees Land on  
Their Feet

DS Assumes  
Greater Role in Iraq

AIP Posts Offer  
Unique Challenges

...and much more!



## ‘Trust, but Verify’

When most Americans read about the New Strategic Arms Reduction Treaty between the United States and Russia, they probably thought “that’s one less threat” in a world full of dangers. They may have saluted the negotiators who crossed all the Ts and dotted all the Is, and they might even have applauded the signers. Their thoughts then most likely turned to more mundane things, while the professionals at the Department’s Nuclear Risk Reduction

Center took on the gritty task of making the treaty more than words on paper.

With its counterpart in the Russian Ministry of Defense in Moscow, the Center assumed responsibility for exchanging information on both sides’ strategic weapons and facilities and the resumption of onsite inspections that allow each side to “trust, but verify.” Established in 1988 and separate from the famed Hot Line reserved

for the U.S. and Russian heads of state, the NRRCs are special diplomatic communication links intended to provide reliable, rapid and secure transmission of notifications and government-to-government communications. The Department’s NRRC operates 24 hours a day, 7 days a week, and is staffed by 26 employees and 6 communicators provided by the Bureau of Information Resource Management.

Consulate General Shanghai is one busy place. The world’s fourth-largest visa-issuing post manages up to 1,800 visa cases a day, and those numbers are expected to grow as more and more Chinese apply to travel in the United States. The Consulate opens at 7 every morning, and staff works through lunch and coordinates with colleagues closer than ever to manage the workload as efficiently as possible. While consular officers can sometimes step away from the crush of visa work, Locally Employed Staff has fewer chances to vary their daily routines.

Since LE Staff understands local dynamics better than consular officers, handle most of the mechanics of the interview process and retain the institutional knowledge in a workplace where officers rotate every few years, the Consulate constantly finds creative ways to boost LE Staff morale and to work better as a team. The consular section has sent LE Staff members to other posts

in China to meet counterparts, exchange ideas and observe operations. Shanghai’s visa unit now hosts monthly videoconferences for local employees, set up by officers but run by LE Staff. Officers offer weekly English classes to give LE Staff a better grasp of American culture, and a rotating lunch group program puts one or more officers with a different group of LE Staff each month.

The efforts work, according to one Shanghai LE Staff member: “These programs can help us know each other better. And when we know each other well, we can work together well.”

Last but never least, a final salute to our colleagues en route to their final posting: *David S. Arroyo; James W. “Jim” Baker; Martha Allene Painter Caldwell; Linda Lee Campbell; Robert L. Dance; Aliazon Smith Frisbie; Richard R. “Dick” Hart; Franklin Deforest “Frank” Hyde; Paul A. Modic; Richard H. Morefield; Allen B. Moreland; Persia “Delores” Perruso; Walter Gaines Ramsay; Elaine Earhart Salmon; Victor H. Skiles; John V. Taladay; and George P. Varros.* ■

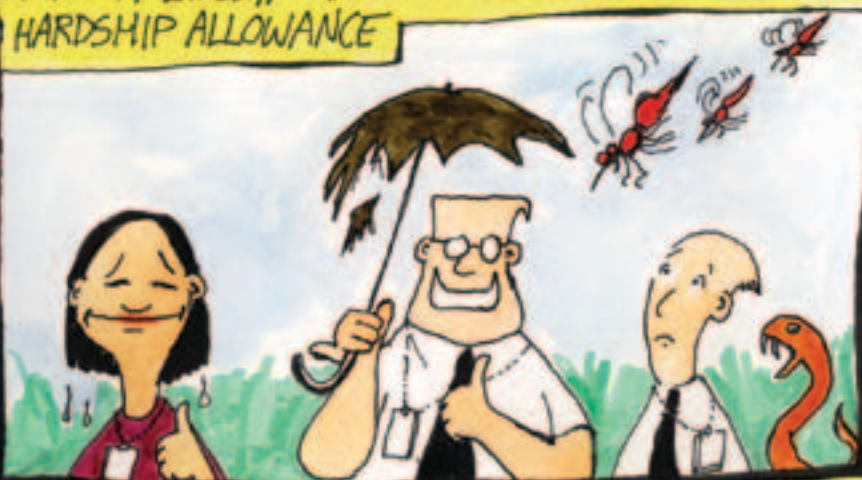
A handwritten signature in dark ink that reads "Rob Wiley". The signature is fluid and cursive, with the first name "Rob" being more prominent than the last name "Wiley".

Rob Wiley  
Editor-in-Chief



# STATE'S WORLDWIDE WEATHER REPORT

EMBASSY GUANOVA: HOT, HUMID, ACID RAIN  
ACTIVITY LIKELY, CHANCE OF LOCUSTS, CONTINUED  
HARDSHIP ALLOWANCE



EMBASSY BIGWIGIA: A WAVE OF HIGH  
PRESSURE AND HOT AIR FROM  
AMBASSADOR RAGZMORE



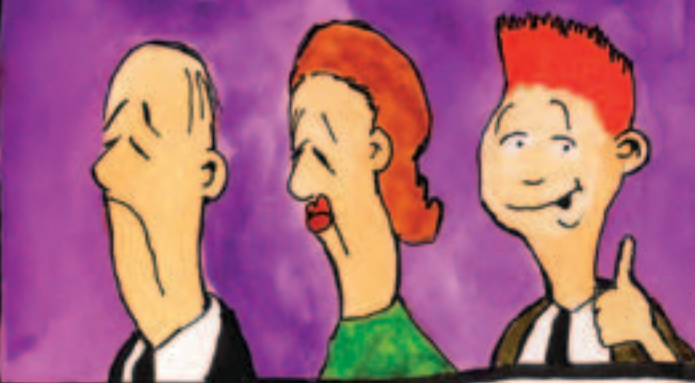
CONSULATE GENERAL FINKLO CITY: COLD  
FRONT FROM ECONOMIC OFFICER DORA  
FEDORA-ZAZZ



EMBASSY RITZOVIA: AN AREA OF  
SNOOTINESS AND POMPOSITY WILL GIVE  
WAY TO WIDESPREAD CONDESCENSION  
AND HAUGHTINESS



EMBASSY GLOOMOVIA: WIDESPREAD ANGST  
CHANGING TO DESPAIR, SLIGHT CHANCE OF  
JOLLINESS







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